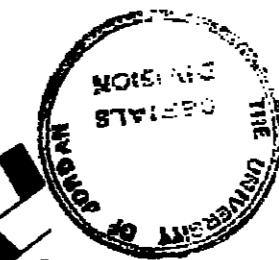


INTERNATIONAL Herald Tribune

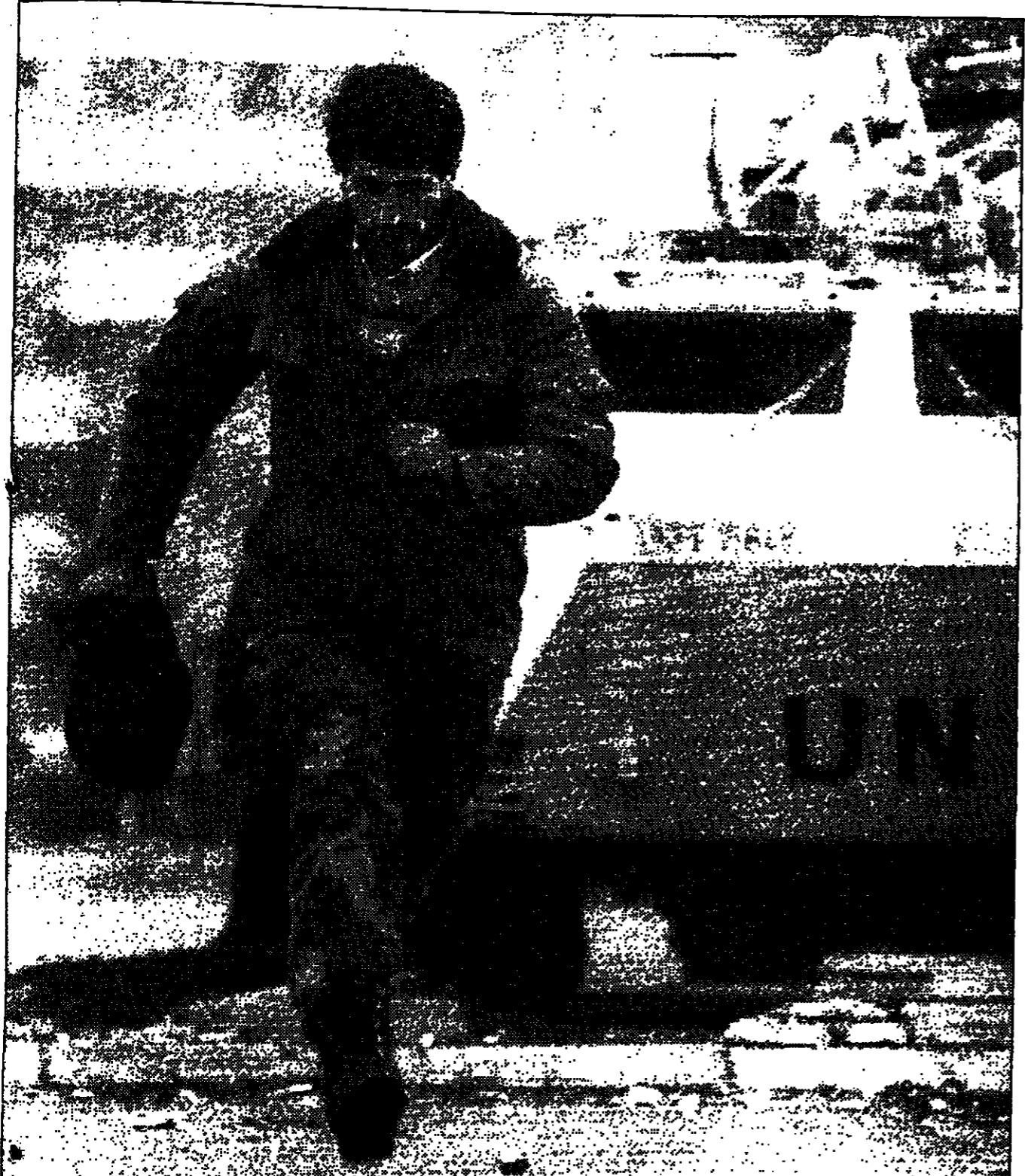
PUBLISHED WITH THE NEW YORK TIMES AND THE WASHINGTON POST



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Paris, Monday, November 28, 1994

No. 34,757



A Bosnian government soldier in Sarajevo sprinting to escape Serbian sniper fire, while in Bihać the Serbs closed in.

Europe's Menacing New Divisions

By Roger Cohen
New York Times Service

SARAJEVO, Bosnia-Herzegovina — Five years after the fall of the Berlin Wall, Checkpoint Charlie has moved 600 miles southeast to a bridge over the Miljacka River in Sarajevo, where coils of barbed wire and occasional tearful family reunions testify to the new divisions of Europe.

Here at the bridge, Benjamin Hamidovic, a Bosnian Muslim, stands guard. He gazes out, past the wire and the French UN soldiers in their blue helmets, to the far side, held and guarded by Bosnian

Serbs. It is very close, the other bank, but easily distant — another land in a severed city.

NEWS ANALYSIS

The division at this bridge is new but no less treacherous than the old one between Cold War ideologies.

Mr. Hamidovic is one of the myriad people who have already fallen victim to the ethnic and religious conflicts that lurked beneath the clamp of communism and have since erupted, revealing the fragility of the societies and borders once behind the Iron Curtain.

As yet, the West has found no coherent response to these conflicts; indeed, the United States and Western Europe have been divided by them. Their failure to work together to end the Bosnian war suggests that the security of Europe, now lacking effective guarantees, will be uncertain for many years.

Economic progress and political opening were supposed to follow communism in Eastern Europe. They were the logical consequence of what the West saw as its victory over totalitarianism.

Instead, the Caucasus has erupted, and

See DIVISIONS, Page 6

A Cultural Revolution: Sex Talk in China

By Patrick E. Tyler
New York Times Service

BEIJING — A sexual revolution of sorts is under way in China, not because the world's largest population has just discovered sex but because it is discovering how to talk about it.

In newspaper columns, on radio talk shows and over dinner, the Chinese are discussing sex, how to enjoy it and how to deal with its consequences more than at any time in this century.

And what they are discovering is that even though millions of Chinese have already thrown off the sexual constraints of

the orthodox Communist era, China is still struggling against huge pockets of ignorance as it tries to normalize the role of sex in society.

Some Chinese "are still very shy about sex," said Wen Jingfang, the proprietor of Beijing's only shop for sexual aids, called the Adam and Eve Health Care Center.

"With so much shyness, scientific knowledge about sex cannot spread widely," he added.

The Chinese couple that everyone seems to be talking about this fall may be most famous not for what they did but for what they failed to do during more than a year

of marriage: have sex. Their story has been publicized on the front pages of official newspapers and has been tittered about on late-night radio shows.

The official Legal Daily, which reported their amorous ineptitude this year, spared them the mortification of public identification. But their loss of face occurred when the newspaper reported that after months of trying to conceive a child, the couple sought the advice of a doctor, who discovered that the wife had remained a virgin.

Both highly educated university lecturers

See CHINA, Page 6

A Laborious Florida Flight (And a Boy Named Dulles)

By Stephen C. Fehr
Washington Post Service

WASHINGTON — When he grows up, Matthew Dulles de Bara will regale his friends with the story of why his middle name is the same as an airport in Virginia and why his birth certificate says "in flight" for the place of his birth.

Here's what he will tell them:

Matthew's parents and 3-year-old sister boarded TWA Flight 265 in New York on Wednesday, bound for Orlando, Florida, on an L-1011 packed with 213 passengers.

Theresa de Bara, nearly seven months pregnant, had woken that morning with pain that she first thought was indigestion. She had called her doctor as a precaution, and he had assured her that the pain was

probably false labor and that it was all right to make the trip.

But as the plane climbed to its cruising altitude of 30,000 feet, the pain increased. Seated next to Theresa toward the rear of the plane was her husband, Santiago.

"The pain just got worse," Mr. de Bara said over the weekend at the Virginia hospital where Matthew was in critical but stable condition. "She was holding onto my hand and sticking her nails into me."

About a half-hour into the flight, the de Baras told a flight attendant they needed help. Mrs. de Bara was bent over in pain, and contractions had started.

Steven M. Rachlin was sitting with his family when a flight attendant got on the public-address system and asked for a doctor. Dr. Rachlin, a Long Island internist, once delivered a baby — 13 years ago.

"Here I was on a vacation to relax," he said, "and then I was on an airplane being asked to deliver a baby. I was in an altered state."

Dr. Rachlin examined Mrs. de Bara, now stretched out across five seats. He too, thought that her pains were false labor. But the contractions grew more frequent.

See A BOY!, Page 6

Kiosk

Norway Voting On Joining EU

OSLO (Reuters) — Norwegians began voting on Sunday on whether their country should join the European Union in a two-day referendum that has turned into a cliffhanger.

Pollsters agreed that the outcome was an open question because the pro-EU lobby had rallied in the last week, undermining the comfortable lead held for the anti-EU camp.

Voting was taking place Sunday in 220 of the country's 435 communities. It will spread to all communities on Monday, and the result will be known late Monday or, if the race is very close, early Tuesday. The referendum is nonbinding, but the Labor Party government has said it will accept the outcome even if it is "no." The anti-EU opposition, however, has threatened to block ratification of a narrow "yes" vote in Parliament.

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A pony in Oslo firmly in the "yes" camp on Sunday as Norwegians began voting in a two-day referendum on whether to join the European Union.

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See A BOY!, Page 6

Diplomacy Fails, Perry Concedes

By Paul F. Horvitz
International Herald Tribune

WASHINGTON — The United States on Sunday offered its most pessimistic assessment to date of the conflict in Bosnia, with Defense Secretary William J. Perry declaring that diplomacy had failed, that Muslim forces cannot recapture lost territory and that NATO air strikes will not influence the battle for the UN-designated safe area of Bihać.

The secretary offered no new options for ending the fighting in Bosnia and said that a force of 2,000 U.S. Marines ordered to stand by on three ships off the coast of Bosnia had been dispatched strictly for rescue operations.

U.S. policy, Mr. Perry said in a broadcast interview, would focus on preventing any spread of the conflict beyond the borders of Bosnia-Herzegovina, though he declined to say where any "line in the sand" might be drawn.

He conceded that diplomacy by the five-nation "contact group" composed of the United States, Russia, Germany, France and Britain "has not succeeded in stopping the war."

Assessing the ground combat in and around the Muslim enclave of Bihać, Mr. Perry noted that the North Atlantic Treaty Organization would only order fighter-bombers to attack if requested by the United Nations. Without UN orders, he said, NATO is "powerless" to influence events.

"Even if they were to ask for air strikes," he stressed, "the air strikes cannot determine the outcome of the ground combat. They can punish the Serbs, but they cannot determine the outcome of the ground combat."

It seems, he added, that the Serbs "have demonstrated military superiority on the ground."

Mr. Perry said there was no plan to send more U.S. ground forces to the region, because it would take hundreds of thousands of troops, accompanied by heavy weapons, to affect the outcome of the fighting in Bosnia. And he concluded that there was "no prospect" of Muslim forces winning back any of the roughly 70 percent of Bosnian territory controlled by Serbian fighters.

The Pentagon announced on Friday that 2,000 Marines would be stationed off the Bonian coast "to support UN, NATO and U.S. military personnel in the area." Mr. Perry suggested on Sunday that a primary role for the Marines would be to rescue any pilots whose aircraft are shot down.

Meanwhile, Senator Bob Dole signaled Sunday that Republicans may step up their pressure on the administration of President Bill Clinton when Congress changes in January from Democratic to Republican control.

Mr. Dole, leader of the Republicans in

See WAR, Page 6

Third Reich Deserters Want Names Cleared

By Rick Atkinson
Washington Post Service

BERLIN — More than a half-century ago, Seaman Ludwig Baumann tried to run from the war he had grown to detest. He has been running ever since.

Arrested in civilian clothes on June 3, 1942, when he tried to slip out of occupied France, the German sailor was court-martialed for desertion and condemned to execution by firing squad. Mr. Baumann's death sentence was eventually commuted to a long prison term and he spent the rest of World War II in a German penal camp before being liberated by Soviet troops.

Although Mr. Baumann survived Nazi justice, the war pursued him to this day: in the anonymous letters accusing him of cowardice; in the German legal system, which still considers him a convicted felon; in the recurrent nightmares of being led in shackles by his executioners.

Now 72 and living in Bremen, Mr. Baumann has devoted the final years of his life to battling what he — and a growing number of German historians and politicians — see as the unfair stigma attached to those who rejected Hitler's way of fleeing.

Of some 22,500 German soldiers sentenced to death for desertion, approximately 15,000 were shot or guillotined. More than 5,000 others were condemned for "defeatism" or "subversion of national defense," offenses that included denouncing Hitler or criticizing the war. Of those who escaped execution all but a few hundred died in prison or in the five decades since the war ended.

In an emotional debate that is part of a broader anguish over why so few Germans resisted Hitler's Third Reich, the Bonn Parliament failed to find common ground this fall in re-evaluating the legal status of deserters. Mr. Baumann and his supporters want a general annulment of sentences by Nazi military courts. They also want formal government recognition that such punishments were unjust because they

See DESERTERS, Page 2

Q&A: A Man of Both Sides on Germany's Internal Frictions

Hinrich Lehmann-Grube, a former deputy mayor in Hannover, moved to Leipzig right after the fall of the Berlin Wall and was elected mayor of the East German city in 1990. He spoke about his political experiences, the pace of reunification and friction between Eastern and Western Germany in an interview in Leipzig with Brandon Mitchell of the International Herald Tribune.

Q. Leipzig is the fastest-growing town in Eastern Germany. There are construction cranes everywhere. But the initial flood of contracts is already beginning to dry up. Could the boom go bust?

A. I'm not an economist, but I've learned to mistrust forecasts. Everything the learned economists said in 1990 was rubbish. I always said unification would take a long time and be immensely difficult — a national challenge that is only comparable with the wars we fought here. Then,

we mobilized all the nation's resources. Now we have the duty to mobilize our national resources for a peaceful purpose, not for a stupid war, and Bonn has been acting as if this were a minor oil crisis.

The political class in Western Germany completely missed the dimension. Some have only begun to see it.

MONDAY Q&A

and many still don't see it for what it is. But some have begun to understand. It took Chancellor Kohl two or three years to catch on. But I don't think you can compare this boom with a normal economic cycle. It's something completely different.

I don't deny we still have big problems, but I'm happy for every construction site. We can try to restore equilibrium by establishing the prerequisites for industrial production. Things are beginning to move. Here and there, small and medium-sized companies, sometimes spin-offs from the big, old state conglomerates,

are beginning to establish themselves.

I'm optimistic there will be a reasonable balance in another 10 to 15 years. It may be that we are so integrated into the world economy by then that we fall prey to international economic cycles, but I don't expect the current boom to fail. I expect industrial production to kick in and keep it going.

Q. A Dresden court recently sentenced a West German to pay a fine for calling an East German a "stupid Ossi," effectively declaring the second word, which everyone uses, a four-letter word. Are East Germans fed up at being patronized by "Westies"?

A. I use both words with abandon and don't think it's worth making a big deal out of. There are raw nerves and tension, but I remind people constantly that Prussia and Bavaria also experienced years of tension.

When Germany unified there was a lot of euphoria. We said we're not

just unified, we were one. It wasn't until the following years that people realized how different we are. Forty-five years of the German Democratic Republic left a mark. But the Ossis wanted unification, which I always emphasize. Now they are always adapting, and that makes them tired. If you have a brother who always acts superior, you get tension in even the best families.

Q. Nevertheless, there is a certain bitterness in the air. Many East Germans complain that unification has been a one-way street. What aspects of the East German experience would you like to see transplanted in the West?

A. It is very difficult to transfer experiences, but the people in Eastern Germany have had to adapt quickly. People knew things couldn't remain the same and are extremely willing to change. I'd like to recommend that to the West.

Q. Many Ossis resent the fact that Wessis like yourself control so many

offices in the region. When will Ossis be ready to assume responsibility?

A. In unification — which was really an annexation — the people of the German Democratic Republic threw all their institutions on the rubbish heap of history. Few realized what they were doing. We're now experiencing the natural unavoidable consequences. A lot of Wessis were tactless in the beginning. That's regrettable.

But when everything here began to follow a different drumbeat, a lot of Ossis couldn't march in step. For many offices, the only qualified candidates came from the West. I tried to fill every office I could with local people — the head of my personnel department is a mathematician, one of my deputies is a physicist. But the head of my economics office is a Wessi because he had to do things no Ossi knew how to do. I see myself as someone who was needed as an ambassador to the West to sow understanding for what's happening here.

Major Plays on Unpopularity In Crucial Parliamentary Vote

By Fred Barbash
Washington Post Service

LONDON — Prime Minister John Major and his Conservative government confront on Monday night a make-or-break parliamentary vote that is certain, whichever way it turns out, to inflict a serious wound on an already badly scarred ruling party.

The gambit leading to Monday's showdown is one of the strangest in recent British politics. Actually, it is among the strangest in politics anywhere, for it revolves around a political leader attempting to use his own unpopularity for leverage.

If Mr. Major stumbles, his government will collapse. If he brings it off, which is likely, he will prove, at best, that nothing succeeds like failure.

The issue confronting Parliament is approval of the country's regular financial contribution to the European Union, not, on its face, a sexy matter. Within the Conservative Party, however, Mr. Major is bedeviled by a contingent variously known as the "Euroskeptics," the "Eurorebels" or, at the ex-

treme, the "Europeophobes," for whom any measure involving European integration is grounds for a brawl.

Some time ago, they made it known that they would fight the bill. With the Conservatives holding a slim majority of 14 in the 651-member House of Commons, the defections could sink it.

Having won a divisive internal battle in 1993 over another matter of European integration — the Maastricht treaty — only after a humiliating internal battle, Mr. Major determined that he had to make a show of force.

He announced that he and his cabinet would treat the vote on the contribution as a "vote of confidence." If it went down, he said, he would call for a dissolution of Parliament and new elections. To show that he was not bluffing, his entire cabinet agreed to what is being called a "suicide pact," stating that they would all resign if the vote on Monday was "no."

The maneuver was wickedly perverse. If Mr. Major and his Conservative Party were popu-

lar in Britain, his enemies within the party would have liked nothing better than to see a new election and a new prime minister. In fact, they are extraordinarily unpopular, according to all polls for the past two years, commanding at best 25 percent electoral support. Conservatives consider themselves fortunate that no election is required until 1997.

Massive disfavor in the country at large was thus the linchpin of Mr. Major's threat. That, coupled with some bludgeoning by party whips, appears to have badly eroded the numbers of deputies willing to oppose the EU contribution. Vote counters on both sides now predict the will win.

Reports Sunday morning, however, suggested that his victory will not bolster his position in the party. Indeed, Conservatives angered by the tactic Mr. Major chose are reportedly now preparing to challenge his leadership of the party.

While their chances of success are slim, the entire episode has delighted the new Labor Party leader, Tony Blair, who declared in the House of Commons last week that the government had only proven itself "an ill-disciplined rabble incapable of governing this country."

DEATH NOTICE

Henry Herman Harjes II
died at Greenbrae, California, on October 31, 1994, at age 82. His remains arrived by air from Paris on November 22, for interment in the Hayes Mausoleum, Cemetery of Gates, Versailles, Dean E. Hunt of the American Cremation Office.

Mr. Harjes' grandfather, John H. Hayes, founded the bank firm of Drexel & Hayes in 1868, which became Morgan & Hayes in later years. The bank remained Morgan & Hayes until the death of son H. Herman Hayes Sr. in 1927. From a Polo accident in Deauville, H. Herman Hayes II was too young to carry on the name, so the bank became Morgan & Ge and later, Morgan Guaranty Trust Company, where it still is in operation at 14 Place Vendôme.

His grandfather John H. Hayes founded and funded the American Hospital, the American Cathedral in Paris, gave the statue of Benjamin Franklin in the Trocadero as well as many other major contributions by the Hayes family to the City of Paris.

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THE AMERICAS / LOOKING FOR PARALLELS

Clinton Delves Into Past Defeats in Search of Lessons About Latest Setback

By David Maraniss

Washington Post Service

WASHINGTON — There stood Bill Clinton, suddenly rendered irrelevant, watching in bewilderment as the college boys in the election-night crowd chanted the name of his opponent, hoisted the fellow onto their shoulders and carried him

NEWS ANALYSIS

around the room in triumph. It was March 10, 1967, on the Georgetown University campus, and Mr. Clinton, at the dawn of his electoral career, was experiencing an early bitter taste of political rejection.

In his first two years at Georgetown, Mr. Clinton was twice elected to lead his class. But by the spring of his junior year, when he sought the presidency of the student council, his peers had grown tired of him. Now they were discarding him for Terry Modglin, a self-described square, who had nonetheless effectively characterized Mr. Clinton as a defender of the status quo while positioning himself as a populist agent of reform and change — an early

version, perhaps, of the putative speaker of the House, Newt Gingrich.

It is a considerable distance from that college election in the '60s to the national political stage of 1994, where the long-ago loser now sits in the White House. But one path to understanding President Clinton's precarious situation today starts with his earlier moments of defeat.

The telling irony of Mr. Clinton's career is that for someone who was elected governor five times and who reached his long-sought goal of the presidency at a relatively early age, the style and substance of his political persona have been shaped more by rebuke than acclaim. Reputation is a recurrent theme in his rise to power, as much a factor as persistence.

The essential question now is whether any of the lessons he learned from earlier rejections can help him recover or, alternatively, whether the cumulative effect of his previous responses has led him finally to a predicament from which there is no way out.

In the days since the Nov. 8 elec-

tion, as Mr. Gingrich, Republican of Georgia, and the new Congress have dominated the news, Mr. Clinton and his advisers have struggled to draw the right lessons from the past, while realizing that his situation is different from any he has faced before. The last time the nation's attention was drawn away from him so obviously, making him seem passé, was in May and June 1992, when Ross Perot's presidential fever was at its highest.

"But where we can see the parallel, there are no parallel solutions," acknowledged Paul Begala, one of Mr. Clinton's political consultants.

Mr. Clinton regained his stature that summer with dramatic acts of symbolism: playing the saxophone on a late-night talk show; walking on the streets of New York to make an early appearance at the Democratic National Convention; launching the bus rides through America. There is a realization in the Clinton camp, Mr. Begala said, that such dramatics would be of little use now.

In searching for parallels from Mr. Clinton's Arkansas experience, some of his friends have said the

president has mentioned a possible comparison with the early 1980s. The state legislature, while he was out of office, passed a creationism bill, signed into law by his successor, that was to the right of the public mainstream. It gave Mr. Clinton, while making his comeback, more room to position himself as a moderate.

If the Republicans in Congress push their conservative social agenda

strategic planning in the White House this month.

The Georgetown vote came near the start of a string of defeats for Mr. Clinton and Democrats for whom he worked: Judge Frank Holt for governor of Arkansas in 1966; Joseph Duffey for senator from Connecticut in 1970; George S. McGovern for president in 1972 and Mr. Clinton himself for the House in 1974. His era of repudiation dragged on a decade until he was elected attorney general of Arkansas in 1976 and governor two years later.

During that decade, Mr. Clinton saw defeat from every angle. Judge Holt, much like Mr. Clinton at Georgetown, was rejected after being characterized by his opponents, not entirely accurately, as the symbol of machine politics and the status quo. Mr. Clinton revered the judge and told friends that he was especially impressed by his refusal to respond to negative attacks, saying, "He wants to win on his own merits or not at all."

In the Duffey and McGovern campaigns, both fueled by opposition to the Vietnam War, Mr. Clinton encountered a central dilemma of the modern Democratic Party: how to promote a progressive agenda without turning off the white middle class. For much of the next two decades, he pursued answers to that question, constantly reshaping his rhetoric for the middle class.

Although this strategy worked to a large degree in Arkansas, Richard Morris, a Clinton political consultant, said he later came to believe that it did not serve Mr. Clinton's best interests when he moved into the realm of the presidential campaign and the White House, where the national press corps was a more considerable obstacle to try to get

A second response Mr. Clinton made to his 1980 repudiation as governor was to rely far more heavily on non-election-year polls to shape his governing rhetoric. It was a strategy in which Mr. Clinton took great pleasure, and it provided him with some short-term victories. But over the years, it also led to unease among many voters over whether he maintained a set of core convictions that were not susceptible to survey research.

U.S. Rejects Call On Disarming Haiti

Task is Too Great, Perry Says

By Daniel Williams

Washington Post Service

WASHINGTON — Defense Secretary William J. Perry on Sunday all but rejected a call by Haiti's president, Jean-Bertrand Aristide, for American troops to disarm opponents of his newly reinstated government.

Mr. Perry compared the problems of taking weapons from Haitian thugs and army units of questionable loyalty to the difficulties that would be involved in disarming all of the state of Maryland, including Baltimore. "This is no small task that is being requested," he said.

Mr. Aristide made his call publicly last week in an interview with The Washington Post. Even before his return to power in September, Mr. Aristide and his supporters had pressed the Clinton administration for a pledge to carry out an aggressive disarmament campaign. They fear that remnants of the military regime and its supporters will try to recover power when the United Nations peacekeeping force, which will replace the U.S. troops, leaves the country, probably in early 1996.

The U.S. troops, who went into Haiti in September after a

deal was cut with the then military leaders, paved the way for the restoration of Mr. Aristide as president on Oct. 15.

In the interview Friday, Mr. Aristide said the United States had "to continue disarming the terrorists, those who are killing people and still have weapons, waiting for the moment to come out and make trouble."

Mr. Aristide, in the first public note of discord between his government and Washington since his return, said: "It is not enough to just disarm some of them. We should be moving fast. This is the cry of the Haitian people. It is the will of the Haitian people, and I welcome this cry and I share it."

American officials, who harbor memories of the messy effort to disarm militias in Somalia during a tumultuous peacekeeping mission there in 1992 and 1993, are reluctant to get involved in a gun hunt that might mean casualties. Mr. Perry placed the burden on the future "Haitian" police force, much of which is now in training. He said several thousand policemen would be trained in the coming year.

U.S. troops have rounded up 14,000 weapons during searches and gun purchase offers, Mr. Perry said. Noting that a recent spot check of cars on the road had produced only one weapon, he concluded that "it's not clear that there are a lot of loose weapons around there."

The dispatch of troops to Haiti in September went against public and congressional opinion. Republicans in particular appear ready to pounce on any misstep, and violence and casualties could sink the entire occupation.

The administration is likely to be even more wary of deeper involvement in Haiti when the Republicans take control of the House and Senate in January.

On Sunday, in a broadcast interview, the future Senate majority leader, Bob Dole of Kansas, repeated his demand for an immediate withdrawal of U.S. forces.

A 2-year-old girl lost in the mountains of northern Georgia was found alive but in critical condition nearly 24 hours after she disappeared from a family outing. Naomi Leigh Wimber was in shock and suffering from hypothermia.

Two Continental Airlines 737s clipped wings as they taxied past each other at Houston Intercontinental Airport. The wing of one jet, which was not carrying passengers, was damaged. No one was injured.

Police officers firing at a man who they believed was drawing a gun accidentally shot and killed a bystander in Crown Heights, in the Brooklyn borough of New York. The man whom the officers were firing at was also critically wounded.

In one of the strictest punishments ever levied against a scientist, federal investigators have found Theresa Imanishi-Kari, a former researcher at the Massachusetts Institute of Technology, guilty of 19 counts of faking data and falsifying evidence in a 1986 paper on immunology and have recommended that she be barred from taking part in any federally financed research for 10 years.

Hours after a state law banning assisted suicide apparently expired, Dr. Jack Kevorkian helped an ailing 72-year-old woman from Royal Oak, Michigan, die at her home of carbon monoxide poisoning.

Reuters, AP, NYT



URUGUAY VOTE — Tabare Vazquez, leader of the Progressive Encounter Party, signing a flag after voting Sunday in Montevideo. Turnout was brisk as Uruguayans voted on a replacement for President Luis Alberto Lacalle and to fill seats in Parliament and other state posts. Mr. Vazquez has an outside chance of winning the presidency.

AMERICAN TOPICS

New York's Park Avenue

Strives to Retain Exclusivity

Up and down the midtown stretch of Park Avenue, probably Manhattan's most elegant thoroughfare, with Fifth Avenue long since having caved in to fast-food eateries and cut-rate camera shops, gaping spaces yawn where foreign bank branches and airline offices used to be. These offices are unlikely to return.

Many have grown well-known enough so that they no longer need the high-priced billboard of a Park Avenue branch. And technologies like computerized reservation services and automatic teller machines mean that airlines and banks do not need myriad branch offices.

In contrast, many fast-growing retail food and clothing chains would love to breach Park Avenue. So would many other ventures, from cosmetics stores to delicatessens.

But owners of Park Avenue real estate are not interested. The New York Times reports. They are holding out for banks

and financial-services companies, the only kinds of tenants they feel fit in with the avenue's exclusivity.

So far, from 42d to 58th Street, it's an impasse. And the empty spaces gape.

Short Takes

For those who have poor credit ratings, so-called credit repair clinics run late-night television advertisements offering to clean up consumers' credit reports or even provide new credit histories. Forget it, advises Janet D. Steiger, chairwoman of the Federal Trade Commission. These clinics "prey on consumers who are desperate to improve their credit histories," lightening their already light wallets even further, she told The Washington Post.

Typically, these outfits offer to wipe clean the consumer's slate of bad debts, bankruptcy and the like. But if the consumer's problems are real, there is no way the clinics can legally do these things. All they can do is challenge inaccurate information — which the consumers can readily do for themselves.

"Miracle on 34th Street," the 1947 film classic, opens with the Macy's department store's annual Thanksgiving parade of giant animal balloons. In the 1994 remake, Macy's bowed out, so the store has a fictitious name, C. F. Cole.

Macy's said it sat this one out because the original film was "a one-of-a-kind classic." Another possibility, The New York Times suggests, is that a subplot about the store's financial problems was too close to reality. "Now," The Times observes, "Macy's loses both ways: the film will inevitably remind audiences of Macy's woes, but Macy's doesn't get all that publicity."

About People

Robert Strauss, former chairman of the Democratic Party and former ambassador to Russia, always returns telephone calls. Rather than undermine Mr. Strauss's status as one of Washington's powers that be, this has probably helped it. "Ask 10 people in the Washington press corps why the press has always been so nice to me," he observed. "and they'll say he always returns phone calls."

The actor Burt Reynolds, appearing on a San Francisco television talk show to promote his book, "My Life," was asked by a telephone caller whether his toupee was alive or dead. Mr. Reynolds told the host, "You're supposed to protect me from calls like that," and stalked off in a huff.

International Herald Tribune

★ POLITICAL NOTES ★

Helms Will Get Chairmanship, Dole Says

WASHINGTON — Senator Bob Dole of Kansas, the Republican leader of the Senate, said Sunday that Senator Jesse Helms of North Carolina would become chairman of the Foreign Relations Committee and that he expected the outspoken Mr. Helms to "perform very responsibly."

"Senator Helms will be the chairman of the Foreign Relations Committee," Mr. Dole, who will become majority leader in the Senate, said in a broadcast interview. "We have a seniority system. I think it works." Mr. Helms is the ranking Republican on the panel.

Some Democratic legislators had called for Mr. Helms to be denied the committee chairmanship after his recent comments that President Bill Clinton was unfit to be commander in chief of the military. Mr. Helms was also quoted last week as saying that Mr. Clinton was so unpopular in North Carolina that "he better have a bodyguard" if he visits the state. Mr. Helms said later that the comment was a "mistake."

Alluding to the controversy caused by Mr. Helms, Mr. Dole said Sunday, "I think you're going to see Jesse perform very responsibly."

Treasury Chief Predicts Victory on GATT

WASHINGTON — Treasury Secretary Lloyd Bentsen predicted Sunday that Congress would approve the General Agreement on Tariffs and Trade this week, but acknowledged that the Clinton administration was still working to secure lawmakers' support for the pact.

"I think we're going to win it," Mr. Bentsen said in a broadcast interview. He acknowledged that a number of senators had not yet committed themselves to vote for ratification of the GATT agreement, but attributed their hesitation to procedural issues.

Senator Dole also predicted that the accord would be approved. He said that support would be "fairly widespread."

Governors Become Role Models for Right

WASHINGTON — They may not be household names inside the Beltway, but Republican governors are the new role models for congressional Republicans coming to power in Washington.

From New Hampshire to California — and particularly across the industrial belt in the Midwest — Republican governors who have been leaders on issues ranging from welfare reform and education to cutting taxes and government won overwhelming victories in elections this month.

Many of their policy innovations are in the experimental stage. Nonetheless, Republican governors have brought to their work models for activist conservatism that are in sharp contrast to the virtual benign neglect of domestic issues that former President George Bush displayed during his one-term presidency, and it is that framework that so many conservative Republicans in Congress find attractive.

Quote/Unquote

Representative Jose E. Serrano, Democrat of New York, on the feeling that House Republicans are so conservative that all the Democrats have to do is lie back and wait for the new Republican majority to overreach and undermine public support: "The feeling is we don't have to do much. You guys wanted it? Then govern."

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crisis Fears Rise With 2 Nepal Blocs Deadlocked

By John F. Burns
New York Times Service

KATHMANDU, Nepal — More than a week after elections produced a divided Parliament, the two main political groups, the Communists and the centrist Nepali Congress Party, are at an increasingly tense impasse over which will form the new government.

Neither party has been able to line up a coalition partner to assure a majority in the 205-seat Parliament. The uncertainty has created a new constitutional crisis for King Birendra, who was forced by mass protests into ceding his ruling powers to Parliament in 1990.

Early in the vote count, the Communist Party of Nepal, the main force in the splintered communist movement, built up a strong lead over the Congress Party, which won power in 1991 in the first election after the king relinquished power. But a late surge by the Congress Party narrowed the gap.

The Communist coalition won 88 seats and Congress took 83. An additional 20 seats went to a rightist party with close ties to the king, the New Democrats, with the remaining 14 seats spread among minor parties and independents.

The contest for power has been sharpened by an election commission tally last week that showed that the Congress Party's late surge in returns from rural seats had pushed it past the Communists in the popular vote, 33 percent to 30 percent.

The Communists gained support Sunday from a tiny pro-Indian party, Agence France-Presse reported from Kathmandu.

[The pro-Indian Nepali Sadbhavana Parishad Party has only three seats in Parliament, not enough to give the Communists a majority coalition.

[Leaders of the Communist party were meeting late Sunday in preparation for the government's expected formation on Monday.]

The Communists, growing impatient, have warned that they will call mass demonstrations if the Congress Party seeks to remain in power. This has caused widespread anxiety, particularly in Kathmandu.



END OF 'HANOI HILTON' — Karen Black holding a brick from Hoa Lo Prison in Hanoi, where her husband spent 6½ years as a prisoner of war. The "Hanoi Hilton" was being demolished Sunday to make way for an office complex.

Hanoi Hannah: War Legend Is at Peace

By Philip Shonan
New York Times Service

HO CHI MINH CITY — Not many calling cards list an alias, but even in Vietnam few people would know this name, elegant 65-year-old woman by her real name, Trinh Thi Ngo.

The alias — Thu Huong — means Autumn Fragrance, the name she first used as an English-language radio announcer in the 1950s because it was easier for her non-Vietnamese listeners to pronounce.

"Fewer syllables," she said in the clear, nearly accentless English that helped her become a legend. And even that is not the name that millions of American veterans would recognize.

For a generation of American troops at war in Indochina, Mrs. Ngo was Hanoi Hannah, the silky-voiced announcer on North Vietnamese radio, the Voice of Vietnam, who tried to convince American GIs that the war was immoral, that they should lay down their arms and go home.

"My work was to make the GIs understand that it was not right for them to take part in this war," she said. "I talk to them about the traditions of the Vietnamese to resist aggression. I want them to know the truth about this war and to do a little bit to demoralize them so that they will refuse to fight."

It was the Americans who dubbed her Hanoi Hannah, the Vietnam War's counterpart to Tokyo Rose.

"I only heard the name later," said Mrs.

Ngo, whose propaganda broadcasts to American troops lasted from 1965 until the Americans left in humiliation a decade later. "The Americans like nicknames."

After Saigon was overrun in 1975 and renamed Ho Chi Minh City, she moved here with her husband. He is a retired engineer, while she still works in broadcasting, now at Vietnamese television.

Raised in Hanoi during the French occupation, Mrs. Ngo was sent to private tutors in the early 1950s to study English, a language that Hollywood had made her eager to learn.

"I always preferred American movies to French films," she said. "The French talked too much. There was more action in American movies. I remember 'Gone With the Wind' with Clark Gable and Vivien Leigh. It was so popular in Hanoi. I remember we took bread and sausages with us to the theater because it was such a long film."

Mrs. Ngo joined the Voice of Vietnam in 1955, the year after the Communists under Ho Chi Minh ousted the French and took power in Hanoi after years in the jungle. She was selected as an announcer on the radio's new English-language shortwave service, which was beamed overseas.

"I wanted to join the Voice of Vietnam because it was a good opportunity to help my country," she said. "I was not political. I was patriotic."

Her work did not take an anti-American turn until 1965, when the first American

ground troops landed in Vietnam and the Hanoi government decided to begin special broadcasts to them. Using scripts prepared by the North Vietnamese Army, Mrs. Ngo said, she was never tempted to alter a word, no matter how strident the tone.

"I agreed with these scripts," she said. "We were trying to make the Americans understand that it was not right for them to be in Vietnam, that they were an aggressor, that this was a problem for the Vietnamese to sort out."

Mrs. Ngo said her goal was always to project a soothing, convincing voice. She said she never felt aggression toward Americans as a people "except during the bombing" — the 1972 Christmas bombing of Hanoi.

And if she did once feel anger toward the United States, Mrs. Ngo insists that she put it behind her years ago. Like many northern Vietnamese, she expresses little but fascination for the land of her former enemy, and she hopes some day to visit New York, Washington, many places."

Her enthusiasm for things American also extended to music, she said. To entice the American troops to tune in to her show, the propaganda was intercut with music from records and tapes taken to Hanoi by visiting anti-war protesters from abroad.

"We had Bob Dylan, Joan Baez, and I always liked Elvis Presley," she said. "He's 'The King,' yes?"

Tanks Reassure Nervous Rio

Army Crackdown on Crime Seems to Pay Off

By James Brooke
New York Times Service

RIO DE JANEIRO —

Two olive green Panther helicopters droned in wide circles over the vast, human amphitheater of the Nova Brasilia shantytown. But in the shadows of one narrow alley, one cocaine trafficker said an eventual occupation by Brazilian Army soldiers gave him no fear.

"The army won't come in to massacre us," said the trafficker, a lean young man sporting new sneakers. "Our guns will be hidden. There won't be any shooting."

One week after army tanks and armored cars began rumbling out of barracks in Rio for a crackdown on crime, the army has emerged as a reassuring and nonviolent disciplinarian in a city hungry for law and order.

After dozens of shantytown operations, the casualties amount to only two — one soldier and one shantytown resident, both apparently wounded by accident. Most of the roughly 200 people detained have been released.

No major arms arsenals or drug caches have been found. But for a frightened city, the television images of helicopters and camouflaged soldiers at checkpoints have had a positive impact: From talk radio to beach chatter, Rio residents overwhelmingly say they feel safer than they have in years.

"There is a less aggressive climate in the streets," said Manoel Francisco Brito, ex-

ecutive editor of Jornal do Brasil, an independent newspaper here. "People feel safer in the streets. It is undeniable that Rio is safer."

Even the simple announcement on Oct. 31 that the military would take control of Rio's police forces apparently was enough to cause crime to drop in the city, the nation's second largest. In the first two weeks of November, car thefts were down 10 percent, bank robberies were halved and murders were down 75 percent from the comparable period in October.

While American and European tourists may be alarmed at the sight of jeep convoys of soldiers carrying light automatic weapons, Brazilians seem to like what they see on national television. A flood of bookings is filling Rio hotels for New Year's Eve, when a fireworks display and a concert by Rod Stewart are expected to draw 3 million people to Copacabana beach.

"All the hotels will be full over New Year's," predicted Phillip Carruthers, general manager of the Copacabana Palace Hotel. "If this army exercise works out, I think we are going to get more Brazilians for the summer and for Carnival."

Popular approval for the military intervention stretches to the *favelas*, the hillside homes of many of the city's working poor.

In a poll of Rio residents taken one week before the army action, backing for the military averaged 85 percent. Support was slightly higher among less educated and more impoverished respondents.

Guerrillas Kill 16 Policemen in India

Reuters

HYDERABAD, India — Maoist guerrillas who have vowed to prevent elections in the southern state of Andhra Pradesh killed 16 policemen with a land mine, officials said Sunday.

The police officers were traveling in a truck to a remote security post in the district of Karimnagar, where Prime Minister P. V. Narasimha Rao addressed an election rally on Friday, when the mine exploded under their vehicle on Saturday night.

The officials said there were unconfirmed reports that three civilians also had been killed in the attack, part of a Maoist campaign to disrupt elections seen as crucial to the future of Mr. Rao and his Congress (I) Party.

The police officers were traveling in a truck to a remote security post in the district of Karimnagar, where Prime Minister P. V. Narasimha Rao addressed an election rally on Friday, when the mine exploded under their vehicle on Saturday night.

Thousands of paramilitary

police, many of them from outside the state, have been deployed counter attempts by the Maoist guerrillas to disrupt the elections.

The 16 policemen who were killed were all from the northern state of Punjab.

On Thursday, guerrillas kidnapped the brother of one of Mr. Rao's sons-in-law and demanded a 10 million rupee (\$32,000) ransom for him. The police said Sunday that the man had been freed. They declined to comment on whether ransom had been paid.

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comes from jeep Grand Cherokee. But as much as Chrysler's Neon borrows

from its relatives, its personality is all its own — that of a good friend and a

great car. Neon may have a lot to live up to, but this new addition has even

more to offer.



Israel and Jordan Announce the Start Of Diplomatic Ties

Compiled by Our Staff From Dispatches

JERUSALEM — Israel announced the establishment of diplomatic ties Sunday with Jordan, a month after signing a peace treaty ending a 46-year state of war.

It made Jordan the second Arab country to have such ties with the Jewish state. The other is Egypt, which signed a treaty with Israel in 1979.

Israel and Jordan "hurriedly declare as of today to establish diplomatic relations at the ambassadorial level," a Foreign Ministry spokesman, Danny Shek, said in a statement.

He said the new relations aim to consolidate and enhance the two nations' peace "to the benefit of expanding the horizons of a just, lasting and comprehensive peace in the region."

The ministry's director-general, Uri Savir, told Israeli radio that ambassadors would be exchanged Dec. 10, or within the six weeks allotted by the peace treaty signed Oct. 26.

A simultaneous announce-

ment, broadcast in Amman by state-run radio, said that Jordan's 31-member cabinet had approved the ties.

Israel has not named its ambassador to Amman. The daily *Yedioth Achronot* said that the outgoing army chief of staff, Lieutenant General Ehud Barak, had turned down the post.

In an issue relating to another neighbor, Mr. Savir also said that Israel has asked the European Union to reconsider its expected decision to lift an embargo on arms sales to Syria.

"There is still a Syrian embargo on a peace agreement and on direct peace negotiations" with Israel, he said, calling any lifting of the embargo "a diplomatic mistake."

An EU official said Friday that the eight-year ban would be lifted when its ministers met a Syrian delegation in Brussels on Monday. The ban was imposed after charges that Syria was involved in an attempt to smuggle explosives onto an Israeli airliner. (AP, Reuters)



An elderly man praying among the more than 10,000 Palestinians at a Gaza Islamic rally. (Patrick Baz/Agence France-Presse)

GAZA: Palestinian Police and Islamic Fundamentalists Struggle to Maintain a Fragile Peace

Continued from Page 1
to anonymous graffiti artists and pamphleteers.

"Yasser Arafat does not even deserve to be a Palestinian," said a rally organizer. "His actions show that he has no relationship to the Palestinian people."

Likewise, Arafat loyalists have called Hamas a puppet of other countries. "I fought the Israelis for 25

years, and I don't need some bearded guy in Iran to approve my nationalist credentials," said Mr. Jabali.

But neither side wants civil war.

Mr. Arafat regards his fledgling and limited self-rule authority as the nucleus of a future Palestinian state, which would have the West Bank as its heart. Aides said he knew Israel would not cede the West Bank

until he had produced at least relative stability in Gaza.

The Islamic militants, for their part, know they are outnumbered and outgunned by the PLO security force. They also have found a measure of security in Mr. Arafat's autonomous zone. Nowhere in the occupied West Bank could a Hamas leader make explicit threats to direct its "guns against Israel" — as Mr. Faluji did in Gaza.

Settler Killed by Gunmen

Gunmen believed to be Islamic militants opened fire Sunday on a car carrying Israeli settlers near the West Bank

"We are mainly concerned with damaging Israel," he said. "Our equation is, the more the authority will pressure us, the more we will answer back in Israel because we consider the authority the tool of Israel and we will hit against its head."

More than 30 bullets were fired in the barrage, according to Israeli radio.

Israeli sources said a car carrying at least two armed men overtook the settlers' car and then the gunmen opened fire. One source said the driver was hit by bullets and lost control of the car, which then overturned.

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"It's here," the doctor announced. The cabin was eerily silent. Dr. Rachlin told Theresa to take deep breaths and push. Out came the baby, the umbilical cord wrapped around his neck. The plane was 90 miles (150 kilometers) from Dulles.

The child was not breathing. A couple several rows away rushed over and identified themselves as Jim and Jen Midgely, paramedics from Massachusetts. They had delivered

about a dozen babies, and Jen Midgely said her specialty was infant respiratory procedure.

She needed a straw to suction fluid from the baby's lungs, but no straws were on board. Then a flight attendant remembered she had a juice box with a tiny, bendable straw. Mrs. Midgely gently pushed it down the infant's throat while Dr. Rachlin administered CPR. The child began to breathe on his own.

Something was needed to tie off the umbilical cord. Miss Duquette looked down and saw a pair of dirty sneakers. The flight attendant hesitated for a moment. "Then I saw a man wearing new shoes, and I said, 'Sir, I need your shoelace,'" she said. "He whipped that shoe lace off so fast."

As the plane landed and taxied down the runway, Miss Duquette got on the public-address system: "It's a boy." The cabin erupted in applause. The flight attendants were crying. Finally, so was the baby.

As with all premature infants, Matthew's recovery is still uncertain, although the early prognosis is good. He weighed 4 pounds 6 ounces and was 17 inches long.

Emergency workers took mother and newborn to the hospital. The de Baras credit the hospital staff for their son's middle name. After his doctor, and then the nurses, started calling him Dulles, the name sort of stuck.

Dr. Rachlin and the others went back to their seats, and 30 minutes later the plane was on its way to Florida. Everyone got free drinks. The doctor had a couple.

That was when most passengers on Flight 265 learned what was going on.

A BOY! Passengers and Crew Pitch In During the Birth of a Baby Aboard Florida-Bound Jet

Continued from Page 1
quent, and it appeared that she was starting to hemorrhage.

"The plane has to come down," Dr. Rachlin told the crew. Captain Gerald McFerrin radioed controllers at the closest major airfield, Dulles International Airport outside Washington, that he was going to make an unscheduled landing.

That was when most passengers on Flight 265 learned what was going on.

"I want every arm, elbow and foot out of the aisle!" ordered Connie Duquette, a flight attendant for 22 years. The crew began running linens between first class and Mrs. de Baras's airborne bed.

Suddenly she screamed. Holding his wife's legs, Mr. de Bara could see black hair as his son's head appeared. "I felt helpless," he said. "We had worked so hard for this baby. I didn't want it to end like this."

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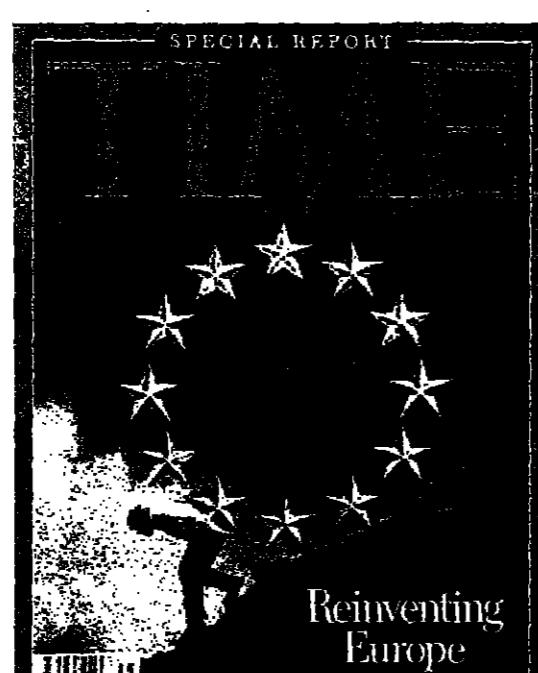
Dr. Rachlin and the others went back to their seats, and 30 minutes later the plane was on its way to Florida. Everyone got free drinks. The doctor had a couple.

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A Major Crisis Looms at NATO: Bosnia Splitting U.S. and Allies

By Craig R. Whitney
New York Times Service

BONN — In London, Paris and here in Bonn, some officials are beginning to fear that NATO could be headed toward its gravest crisis since 1956, when the United States clashed with Britain and France over their attempt to seize the Suez Canal.

This time, the issue is Bosnia, where Europeans and Americans have been at odds over how to react to aggression by Bosnian Serbs against the Muslim-led Bosnian government.

Disagreement is becoming increasingly acrimonious, despite diplomatic attempts to patch up the quarrel.

Last week, according to diplomats, the undersecretary of state for political affairs, Peter Tarnoff, went to Paris to see Foreign Minister Alain Juppé. His mission was to deny, in person, recent reports that the United States had been secretly arming the Bosnians.

According to one diplomat, Mr. Juppé told Mr. Tarnoff, "I take note of your statement," — diplomatic language, unusual between supposed allies, for "I won't come right out and say it, but I don't believe you."

In London, advisers to Prime Minister John Major worry that the new, Republican-dominated Congress could force President Bill Clinton to a unilateral U.S. decision to violate a United Nations-imposed, NATO-enforced arms embargo against the Bosnian government.

Acting under congressional pressure, Mr. Clinton has already directed U.S. ships to stop taking active measures to enforce the naval blockade in the Adriatic to halt ships with arms for the Bosnian govern-

ment, and not to share intelligence about them with the allies.

American officials say that much depends on whether Senator Bob Dole, who is expected to become majority leader of the new Senate, can be persuaded to change his mind about the wisdom of Washington's unilaterally violating the embargo.

Mr. Dole will be in London next week, and Mr. Major is

NEWS ANALYSIS

ready to tell him that such a move would expose the 18,000-strong UN protection force in Bosnia to disaster.

"If the parties restart all-out war or the arms embargo breaks down," the UN military force in the Balkans could have "no choice but to withdraw," the prime minister said Thursday.

NATO has approved contingency plans for providing air support and ground reinforcements to cover such a withdrawal, if it becomes necessary, but diplomats in all the major capitals say that a humiliating retreat forced by unilateral U.S. action would put NATO under strain for years.

British and American officials hope it will not come to that. But on Thursday night, a U.S. attempt to persuade the NATO allies to get tough on Serbs attacking the northwestern Bosnian enclave of Bihać ran aground in Brussels when France objected, saying that enforcing a United Nations "safe area" around the town would take thousands of additional ground troops.

France, with 6,000 soldiers already in the former Yugoslavia, could not provide any more. And the British, with

about 4,000, said in effect, "Don't look at us."

So, the French representative at the meeting wanted to know, where were the soldiers needed to make this new American plan work going to come from?

The United States remains unwilling to provide any. Mr. Clinton concluded after he was elected that the American people did not want him to risk American lives in the Balkans.

Instead, he sent Secretary of State Warren M. Christopher to Europe to try to persuade the allies to lift the arms embargo for the Muslim-led Bosnians and to support them with air strikes against the Serbs.

Mr. Christopher failed, and the United States failed again on Thursday to get the allies to agree to carry out air strikes against the Serbian forces now occupying 15 to 20 percent of the safe areas around Bihać unless they withdrew and allowed the Muslim defenders safe passage out as well.

NATO and American officials have begun openly disparaging the "double-key" arrangement the alliance made with the United Nations when it first stepped into the conflict in 1993 in an effort to deter more vigorous military action. NATO has no combat forces in Bosnia and can send in air strikes only if civilian and military commanders of the UN force approve.

"I hope we never see it again," the assistant secretary of state for European Affairs, Richard C. Holbrooke, said Thursday in London. "The dual key turns into a dual veto, because of the enormous complexity of two different command structures with two different missions."

BIHAC: Serbs Keep Up Attack and Take UN Hostages

Continued from Page 1
would put them well on their way to uniting Serbian-held Bosnia with Serbian-controlled Croatia.

A senior UN official said that by accepting the deal, the mostly Muslim government appeared to be acknowledging that it was in a "fatale" weak position."

Indeed, Serbian assaults Sunday on the Bihać pocket continued to squeeze the Muslims. The UN chief spokesman, Michael Williams, said that instead of blasting the Bihać safe area, Croatian Serbian forces had taken the initiative and hammered the northern town of Velika Kladusa with tank and

artillery fire along with a ground assault.

Under the terms of an agreement made between the North Atlantic Treaty Organization and the UN peacekeeping command in October, each side can request air strikes in Bosnia but only the UN command in Zagreb can approve them.

That agreement was worked out because of NATO concern that the UN mission was ignoring Serbian violations of two weapons exclusion zones, around Sarajevo and Gorazde, and UN Security Council resolutions in the interest of appeasing the Serbs so that their heavily armed forces would not hurt UN soldiers.

Few people, however, want to leave, he said, because there was no place to go.

"They'd be leaving whatever food and shelter they have now for some other place that doesn't even have the paper status of a 'safe area,'" he said. "They're prepared to die."

WAR: U.S. Offers Its Gloomiest View Yet on Bosnia

Continued from Page 1
ers, they thought that sleeping together, literally just sleeping together in the same bed, was a reproductive act.

"It's no joke," the official said. "Guangming Daily said last week in retelling the story.

A 22-year-old female university graduate, who like most of her classmates giggled through mandatory sex education videos as a freshman and decided by her third year that having sex with her boyfriend was O.K., said, "Maybe this couple is the only one that could make such a mistake."

Maybe, maybe not, say Chinese officials who want to reinforce sex education programs that began in the mid-1980s.

The popular Southern Weekend newspaper now carries a regular column on sex, which this month posed the question, "What do women need from sex?"

In Mandarin, the answer is a "high tide," or orgasm. The newspaper said that women reach high tide 40 percent of the time and that one-sixth of the women surveyed had never experienced a high tide.

"Husbands should understand women's needs about sex," the article said. "Sexual high tide not only benefits women's health, but also benefits women's spirit."

Such openness not only was unheard of a decade ago but also might have been illegal.

For decades under Mao Zedong, prudery was the ideological fashion, at least out in the open. But in Deng Xiaoping's era of reform, sex — like capitalism — has enjoyed a huge resurgence.

Of course Sarajevo is not Berlin, at least not yet; a division of

neighboring countries. But he acknowledged that the West had not succeeded in stopping the conflict.

The senator also said that Haris Silajdzic, the Bosnian foreign minister, believed that the Serbs may have obtained a new air-defense system from Russia. Mr. Dole provided no details, but he repeated his call for a lifting of the UN arms embargo in harm's way."

"This is a classic failure in which NATO has been tied in knots" by the United Nations, Mr. Dole said on the eve of a European trip that will include meetings with NATO officials.

Smokeless Cigarette to Refire Industry?

By Philip J. Hilts
New York Times Service

WASHINGTON — Faced with shrinking markets and mounting attacks by anti-smoking groups, the R. J. Reynolds Tobacco Co. plans to market a cigarette next year that produces little smoke or odor and no ash but still contains as much nicotine as regular cigarettes.

The company, which has spent about \$500 million in the last decade developing the low-smoke cigarette, is gambling that such a product can bring new life to the industry.

The new cigarette, R. J. Reynolds hopes, could undercut some of the most basic arguments made against smoking: that cigarettes are extremely hazardous to smokers and that secondhand smoke is irritating and harmful to nonsmokers.

The argument on secondhand smoke has led to smoking bans in 700 cities and counties in the last two years, prohibiting smoking in public places as diverse as airplanes, restaurants and even sports stadiums.

The new cigarette, called Eclipse, does not burn the tobacco but uses smoldering charcoal to extract the flavor, cutting the cancer-causing tars of other cigarettes by 90 percent, company executives say. But R. J. Reynolds stops short of making direct health claims for the cigarette because it does not have the scientific evidence to back up the claim.

The company introduced a similar non-burning cigarette, called Premier, in 1988, but it was withdrawn, because smokers disliked the flavor and critics protested that it was intended to lure new smokers and prevent current ones from quitting.

Reynolds, thinks it has found a way to deal with those problems. The objections

by smokers have been largely overcome by making the cigarette smell, taste and look more like a regular cigarette. And the company plans to market Eclipse in an unusual manner: in town meetings in which smokers would be introduced to the cigarette.

R. J. Reynolds is again gambling that a new product can undercut some basic arguments made against smoking.

and then, once convinced, would, the company hopes, spread the word about it.

Reynolds says the converts could also be the company's strongest advocates against government regulation that could take the cigarette off the market.

Thomas C. Griscom, executive vice president of Reynolds, said that the company saw Eclipse as a small share of the market in the beginning — perhaps 1 percent — but that the share would steadily grow as people tried the new cigarette. "After that, there is no way of knowing how big the market could be, because there is no other product like this," he said. "This is where we hope the future of the company is."

Because the new cigarette delivers as much nicotine as regular cigarettes, it is just as addictive. Nicotine, although not the most harmful component of conventional cigarettes, nevertheless carries some risk of heart disease. The cigarette also delivers about as much carbon monoxide, which is toxic to the lungs, as regular cigarettes.

James O'Hara, the chief spokesman for

the Food and Drug Administration, said, "We haven't seen this new product yet, but the scientific data needs to be looked at, and we would be pleased to meet with the company."

For more than a year, Reynolds has been conducting consumer tests in which the cigarette has scored very strongly both among smokers and their nonsmoking spouses and family members. More than 80 percent of both groups who have been part of the testing say they believe the cigarette is a breakthrough.

The Eclipse cigarette looks like a standard, white filtered cigarette, and contains tobacco and reconstituted tobacco parts as conventional cigarettes do. But it does not work as a regular cigarette does.

The crucial difference is at the lighted end. At that end is a piece of charcoal, wrapped in a fiberglass insulator. When the charcoal is lit, it burns at about 900 degrees centigrade, (1,652 degrees Fahrenheit) or about the same as the flame on a regular cigarette. But it is wrapped in an insulator so that it does not start the tobacco on fire.

Just behind the charcoal are processed tobacco parts containing more than 50 percent glycerine, which vaporizes at temperatures below those that would burn a cigarette. The glycerine thus makes a smoke-like medium that can carry the tobacco flavors without burning the tobacco.

In effect, then, the cigarette works like a coffee maker. The hot air passes through the glycerine and tobacco, carrying flavor and nicotine, just as water passing through coffee grounds picks up flavor, and leaves the coffee grounds behind in the filter.

Because the cigarette does not burn, it remains the same length after it is smoked and the tobacco taste is depleted.

Archbishop Rivera of Salvador Dies at 71

Los Angeles Times Service

SAN SALVADOR — Archbishop Arturo Rivera y Damas, who led El Salvador's besieged Roman Catholic Church through civil war as its priests were assassinated and its parishioners persecuted, died Saturday of a heart attack, his aides said. He was 71 years old.

Often the lone voice of the nation's conscience, Archbishop Rivera spent much of the 1980s promoting dialogue between leftist guerrillas and the U.S.-backed government forces, who fought a war in which tens of thousands of people died. His efforts helped bring about the peace accords that ended the conflict in 1992.

As the peace agreements faltered in recent months, Archbishop Rivera spoke out to demand political reforms, a fair system of justice and an end to the impunity that has allowed

some of the war's worst atrocities to go unpunished.

He was appointed by Pope John Paul II after the murder in 1980 of Monsignor Oscar Arnulfo Romero, a critic of the army and the government.

The new archbishop adopted a less confrontational, more measured style. He emerged in the 1980s as a champion of human rights and social justice.

Michael Somes, 77, Ex-Star Of Royal Ballet in London

LONDON (NYT) — Michael Somes, the first male star to be trained by the Royal Ballet and Margot Fonteyn's long-time partner, died Nov. 18 in London. He was 77 years old.

The cause was a brain tumor, according to the newspaper The Guardian.

Mr. Somes was often called the conscience of the Royal Bal-

let because of his familiarity with the company's development since the 1930s and his high standards in teaching and staging the troupe's signature works in London and abroad.

As a performer, he made his reputation as a *danseur noble*, who excelled in the 19th-century classics and in Frederick Ashton's ballets. But after he succeeded Robert Helpmann as Miss Fonteyn's regular partner in 1950, audiences identified him largely with one of classical ballet's most notable partnerships.

His achievement in this regard was summed up in 1957 by John Martin, dance critic of The New York Times, who noted Mr. Somes's deliberate "self-effacement" with the English ballerina but added: "How large he looms as an artist in his own right. Visually handsome

George J. Feldman, 91, a former U.S. ambassador to Luxembourg and Malta and a leading figure in the U.S. space effort, died Tuesday in Bryn Mawr, Pennsylvania.

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For summaries of the surveys from which these facts are taken, please call, in Europe, James McLeod on (33-1) 46 37 93 81; in Asia, Andrew Thomas on (65) 223 6478; in the Americas, Richard Lynch on (212) 752 3890.

Source: [†] VIVA Survey '92 / '93. * Reader Survey '94.

BOOKS

DICTATORSHIP OF VIRTUE: Multiculturalism and the Battle for America's Future

By Richard Bernstein. 367 pages. \$25. Alfred A. Knopf.

Reviewed by Nicholas Lemann

In the prologue where he sets out his purpose, which is to exorcise the Left (mostly educational) for the sins it commits in the name of fighting racism and sexism, Richard Bernstein demonstrates that the phenomenon he deplores is on the rise by doing a Nexis search for the words "multicultural" and "multiculturalism." There are 40 appearances in 1981, more than 2,000 in 1992: "a 50-fold increase in just 11 years."

Another side of the story can be imparted by replicating Bernstein's Nexis exercise using the phrases "politically correct" and "political correctness," which are used always sarcastically, by the opponents, not the supporters, of multiculturalism. The result is 7 appearances in 1991, and 5,007

in

1992 — a 700-fold increase during the same period.

Perhaps it doesn't look this way to people on campuses, but from the outside a pitched battle appears to be going on over multiculturalism, with both sides passionate and well armed.

To appreciate "Dictatorship of Virtue" fully, though, requires sharing the view of Bernstein, a New York Times reporter, that criticism of political correctness "for a few weeks, was something of a national media event" whereas multiculturalism is "a movement gathering force," "extremely powerful," "vast and ever-growing," "the establishment" and a "giant force," providing entrée to book contracts to prominence in American life"; it "covers the public discussion of crucial issues with a layer of fear."

In short, the multiculturalists have won.

If this is the case, then the horror stories that make up the heart of this book merely dramatize a much more general campus reign of terror in which free thought and speech no longer exist, the cause of "diversity" is used to impose a rigid

WHAT THEY'RE READING

• Yannick Noah, captain of the French Davis Cup team, is reading "Face à la Désastre," by Professor Léon Schwarzenberg.

"The professor is a friend of mine, we were recently in Jericho and Jerusalem playing football. I was particularly interested in his views on the situation of society and ethics in France today. His explanations are lucid and enlightening."

(Margaret Kemp, IHT)



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BRIDGE

By Alan Truscott

THE first National Par Contract was played with 301 entrants playing in their own homes, eyes glued to computer screens.

Consider how to play four deals after the lead of the diamond deuce. When North invites game by raising one heart to three hearts, South thinks he has plenty in hand for game. He is slightly worried about missing a slam, but as it turns out even a game is defeated if a spade is led.

This par deal had a simple moral: think carefully at the first trick because the second trick may be too late. Luckily for South, a diamond is led, not a spade, and he inspects the dummy. He discovers an irritating duplication of distribution: each of his suit lengths exactly matches the dummy's. He is in danger of losing two spade tricks, a diamond and a club, and this will happen if West has an opportunity to lead spades twice. He has already missed one chance, but will get two more if South casually wins the first trick.

The key to success is to let

NORTH

♦ A Q 9
♦ Q 7 3 2
♦ 8 5 3
♦ Q 5

WEST

♦ 10 8 7
♦ 8 4
♦ Q 7 4 2
♦ K 8 4 3

EAST (D)

♦ K 13 2
♦ 9
♦ J 10 9
♦ J 10 9 5 2

SOUTH

♦ 6 5 4
♦ A K 10 6 5
♦ A K 6
♦ A 7

North and South were vulnerable.

The bidding:

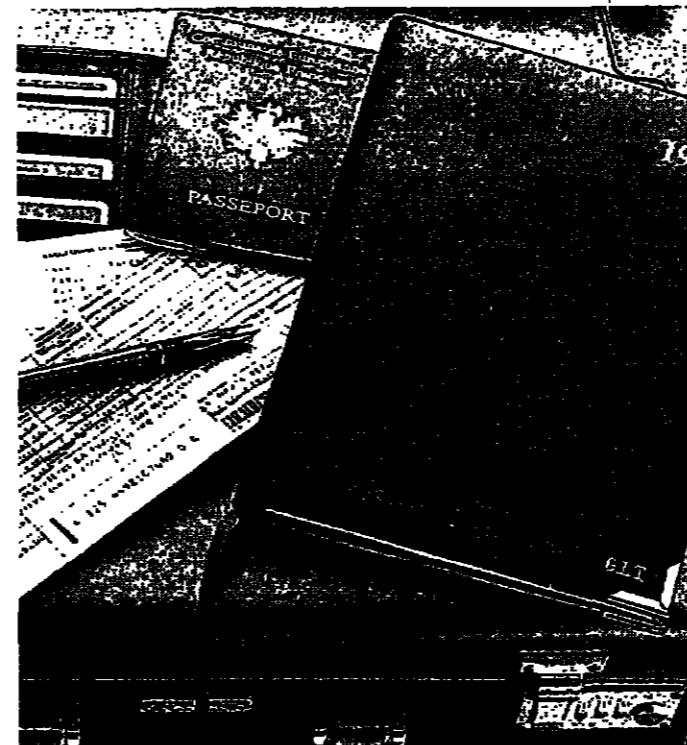
East South West North

Pass 1 ♠ Pass 3 ♠

Pass 4 ♠ Pass

Pass West led the diamond two.

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- Diary measures 22 x 15cm (8.5 x 6 in.), fits easily into the slimmest attaché case.
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- French blue paper with gilded page edges.
- Blue ribbon page marker.
- Week-at-a-glance format with plenty of space for daily appointments. Includes full current year and forward year planners.
- 14 pages of useful international data: international telephone dialing codes and country prefixes; national holidays for over 80 countries; conversion tables of weights, measures and distances; world time-zone table.
- One of the diary's most popular features, the wine vintage chart rates the nine best-known wines from 1945 to 1992.
- The removable address book, neatly fitted in a blue silk pocket, can be carried forward from year to year.
- Corporate personalization and discounts are available. For details, fax Paul Baker at (44 81) 944 8243.

Half your life's story — or even more — is inscribed on the pages of your desk diary. Yet when you travel or go to meetings, most desk diaries are too cumbersome to take along. That's why the International Herald Tribune — constantly alert to the needs of busy executives — had this desk diary especially designed for its readers. Bound in luxurious silk-grain black leather, it's perfect on your desk, offering all the noting space of any standard desk diary. Yet pick it up and you'll find it weighs a mere 340 grams (12 oz).

No voluminous data and statistics are included in this diary, but on the other hand a removable address book saves hours of re-copying from year to year.

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Most Active International Bonds

The 250 most active international bonds traded through the Euroclear system for the week ending Nov. 25. Prices supplied by Telekurs.

Austrian Schilling

147 Austria 7% 10/18/04 100,0000 7,4300

Belgian Franc

148 Belgium GLO 7% 04/29/94 97,4460 7,1700

149 Belgium 7% 10/15/94 96,7500 8,0100

British Pound

141 Denmark FR 5% 08/24/98 99,4900 5,7500

142 Denmark Credit 8% 11/27/97 99,2250 8,4400

144 GECC 8% 11/18/94 100,7500 8,1900

Canadian Dollar

235 Canada 7% 09/15/96 99,8500 7,7600

Danish Krone

9 Denmark 7 12/15/04 89,3500 7,8000

12 Denmark 9 11/15/98 102,4500 6,6500

14 Denmark 6 12/10/99 96,2800 8,3100

22 Denmark 8 05/15/03 97,7200 7,7400

23 Denmark 7 11/15/98 100,3500 8,4900

54 Denmark 9 11/15/98 102,7000 8,7600

55 Denmark 9 11/15/98 101,5000 8,8300

56 Denmark 5% 08/10/96 97,1000 5,4100

57 Denmark 7% 10/15/98 98,2500 7,8000

58 Denmark 7% 10/15/98 99,5500 8,5900

112 Denmark 6% 02/10/98 98,5500 6,9700

151 Denmark 6% 10/10/97 97,4000 6,4200

204 Denmark zero 04/03/95 98,2171 5,1400

Deutsche Mark

1 Treuhand 7% 09/09/04 100,7100 7,4500

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WALL STREET WATCH

Hard Times for Stocks After a 20-Year Boom?

By Floyd Norris
New York Times Service

NEW YORK — If there is one thing that 1990s investors have had pounded into their heads, it is that stocks are the best long-term investment. Over the long stretch of history, we are told, stocks produce an average return of about 10 percent a year. The academic studies prove nothing else does as well.

The boom in the mutual fund industry is evidence of growing belief in this. The stock market may have done nothing this year, but three of the four best months ever for stock mutual funds—in terms of net cash flow from investors—were in 1994.

Investors have put more money into stock funds than they took out for 48 consecutive months. To put that into perspective, the industry's old record was 12 months, a string that ended with the 1987 market collapse.

We have a theory about the relation of academic research to the stock market: First the academics discover something, and are ignored by most money managers and the public. Those who believe make money.

Then, as the word spreads, more and more climb on the bandwagon, and the trend gets even truer. They drive prices to ridiculous heights, then the bandwagon crashes.

That happened, to cite one example, when the professors found that small stocks had a way of doing better than big stocks, year after year. Eventually, so many people were throwing money at small stocks that prices got out of hand in 1983, and such stocks did poorly for the rest of the decade.

A couple of important stock market anniversaries serve to remind us that while stocks may be winners in the long run, the short term is a very long time indeed.

It was 40 years ago last week, Nov. 23, 1954, that the Dow Jones industrial average first closed above its 1929 peak. Anyone who bought at that peak had to wait 25 years to break even.

And next week brings the 20th anniversary of the end of the worst post-Depression bear market. On Dec. 6, 1974, the Dow closed at 577.60, a 12-year low. It was down 45 percent in less than two years.

The papers then were not full of talk about how stocks were a wonderful long-term investment. Instead, they discussed how much lower the Dow would go — another 10 percent or so was the consensus — and how long the recession would last.

It was over in a few months, but most expected it to last longer.

Triumphant Democratic politicians — having scored big gains in midterm congressional elections — were talking of imposing controls on prices, wages, executive compensation and profits.

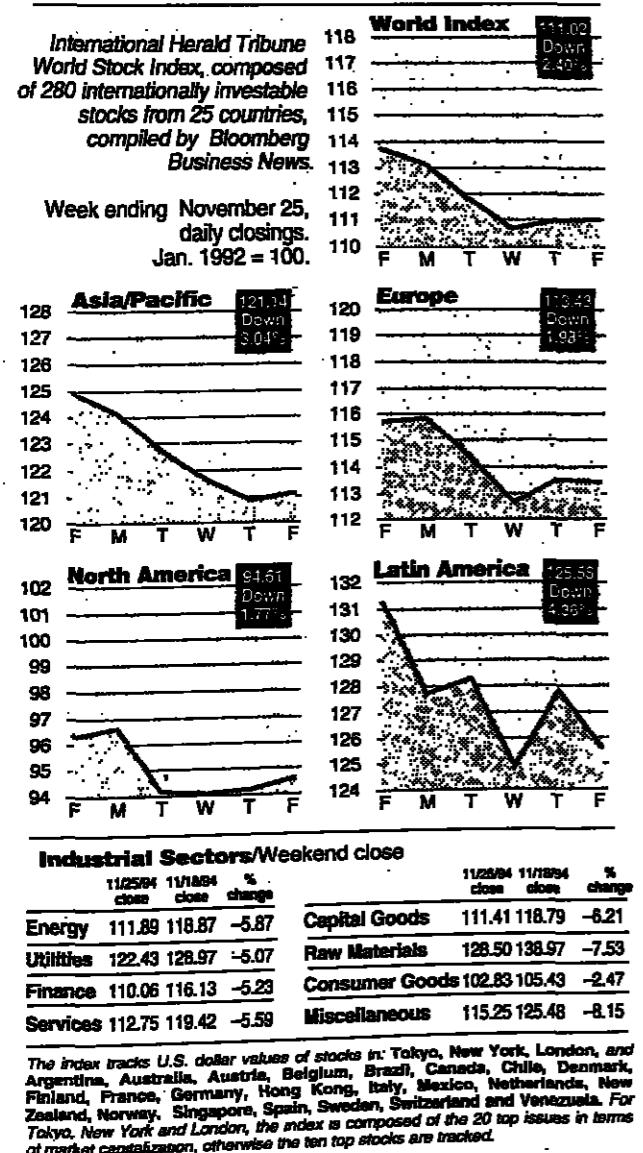
Today, things could not be more different. Over 20 years, stocks

Sometimes the 'short term' can be a very long time.

See STOCKS, Page 10



THE TRIB INDEX



CURRENCY RATES

Cross Rates										Peru
	S	E	D.M.	F.F.	L.P.	D.F.	S.F.	Yen	Cs	Peru
Amsterdam	1.7465	2.7255	1.1848	1.8381	1.8079	1.8365	5.445	1.322	1.249	1.342
Brussels	2.0425	3.0145	1.3815	2.0425	2.0425	2.0425	6.2851	1.2851	1.2142	1.3465
Frankfurt	1.5574	2.5484	1.2791	1.8942	1.8942	1.8942	5.4295	1.2942	1.2142	1.3465
London (ex)	1.5574	2.5484	1.2791	1.8942	1.8942	1.8942	5.4295	1.2942	1.2142	1.3465
Madrid	1.2645	1.9145	1.5911	2.4238	2.4238	2.4238	15.4919	1.2851	1.2142	1.3465
Milan	1.4145	2.5945	1.6038	2.0158	2.0158	2.0158	5.4295	1.2942	1.2142	1.3465
New York (ex)	1.5574	2.5484	1.2791	1.8942	1.8942	1.8942	5.4295	1.2942	1.2142	1.3465
Paris	5.3581	8.5721	4.2485	6.4119	6.4119	6.4119	15.4919	1.2851	1.2142	1.3465
Tokyo	10.40	15.78	6.125	10.40	10.40	10.40	15.4919	1.2851	1.2142	1.3465
Toronto	1.2577	2.4497	1.3845	2.0365	2.0365	2.0365	5.4295	1.2942	1.2142	1.3465
Zurich	1.3797	2.4603	1.3845	2.0365	2.0365	2.0365	5.4295	1.2942	1.2142	1.3465
1 ECU	1.2269	1.9746	1.9115	1.5902	1.5902	1.5902	1.2367	1.2367	1.2367	1.2367
1 SDR	1.4845	2.5254	2.5254	2.5254	2.5254	2.5254	1.2367	1.2367	1.2367	1.2367

Closings in Amsterdam, London, New York and Zurich. Fixings in other centers.

a: To buy one pound; *b:* To buy one dollar; *c:* Units of 100; *d:* Not quoted; *e:* not available.

Other Dollar Values

Country	Per \$	Currency	Per \$	Currency	Per \$	Currency	Per \$	Currency	Per \$	Currency
America peso	0.999	Argentine peso	0.999	British pound	2.7715	French franc	1.5629	German mark	2.4445	Italian lira
Austral. \$	1.3184	Hong Kong \$	1.3184	Hung. forint	1.1219	Iceland króna	1.4205	Malaysian ringgit	1.3184	Swed. krona
Brazil real	0.953	Canadian dollar	1.5249	Indonesian rupiah	31.35	Malta lira	22.70	Port. escudo	2.0885	Thai baht
Chinese yuan	8.5113	Irish £	1.5249	Italian lira	2174.04	Malta lira	22.70	Russ. ruble	3187.00	Turkish lira
Czech koruna	27.72	Iceland króna	0.6259	Malta lira	2174.04	Malta lira	22.70	Singapore dollar	3.672	Venez. bolívar
Danish krone	1.2574	Israeli shekel	3.032	Malta lira	2174.04	Malta lira	22.70	Swiss franc	1.4017	Yugosl. dinar
Egypt. pound	3.293	Malta lira	0.2994	Malta lira	2174.04	Malta lira	22.70	Yuan	1.4017	Yugosl. dinar
FR. franc	4.801	Motor. rials	2.5975	Malta lira	2174.04	Malta lira	22.70	Yuan	1.4017	Yugosl. dinar

Forward Rates

Country	30-day	60-day	90-day	Country	30-day	60-day	90-day
Country	1.5429	1.5428	1.5434	Country	1.2347	1.2351	1.2350
France	1.5598	1.5549	1.5537	Japan	1.2347	1.2351	1.2350
Deutsche mark	1.3183	1.3160	1.3137	Yuan	1.2347	1.2351	1.2350

Sources: ING Bank (Amsterdam); ING Bank (Brussels); Banco Comunitario Italiano (Milan); Agence France Presse (Paris); Bank of Tokyo (Tokyo); Royal Bank of Canada (Toronto); IMF (SDR). Other data from Reuters and AP.

Another U.S. Money Measure Turns Negative

By Carl Gewirtz
International Herald Tribune

PARIS — The clock started ticking in 1987, when for the first time since the early years of this century foreign debts owed by Americans began to exceed their overseas assets.

It was only a matter of time until the cash flow of dividend and interest payments caught up with the balance sheet, and that time has arrived.

With U.S. net international debt estimated at \$556 billion at the end of last year, it's only this year that America's net investment income turns from positive to negative — and the United States opens a new outlet for hemorrhaging dollars to a world already awash in them.

"It's another drag for the dollar on the foreign exchange market," observes George Magnus at S. G. Warburg in London.

Nevertheless, the current consensus is that the dollar is headed for a bit of a bounce. Typically, the approach to year-end is positive for the dollar as U.S. companies begin repatriating profits and dividends on foreign operations for their yearly reports.

And with the dollar still benefiting from the larger-than-expected in-

crease in U.S. interest rates two weeks ago, foreign exchange analysts see the dollar pushing up to 1.58 Deutsche marks in the next few weeks while remaining relatively stable against the yen.

The dollar ended last week at 1.5602 DM and 98.775 yen. The big test for the dollar looms between 1.58 and 1.60 DM, a "formidable resis-

tance area," says Joe Prendergast at Paribas Capital Markets in London. But not much of a move is expected

against the yen, as Japanese investors show no inclination yet to resume purchases of foreign assets.

Meanwhile, the turnaround on the investment-income account highlights the vulnerability of the dollar to the whims of foreign investors.

America's net income on the invest-

ment income "is one more reason why the dollar has been under pressure in the foreign exchange market," the close observer adds.

Although the size of its international indebtedness makes it by far the world's largest debtor, the United States is not on the lip of a debt crisis, as the dollar amount of the debt is equal to a mere 8.5 percent of total annual output, or gross domestic product.

But, as the Organization for Economic Cooperation and Development reported last week in its survey of the U.S. economy, the shift in financing flows and the continuing buildup of indebtedness to finance the persistent external deficit make the U.S. economy "increasingly vulnerable to changes in market perceptions."

This observer notes that investment income is only a relatively small component in measuring the balance of international payments and thus can be swamped easily by, for example, a huge flow of foreign money into U.S. stocks and bonds.

But with portfolio flows this year running out of rather than into the United States, the new deficit on in-

China Sees More Job Loss In 1994

Compiled by Our Staff From Dispatches

BEIJING — Real personal incomes are rising rapidly enough to keep ahead of 20 percent inflation, but government economists said Sunday they expected China's unemployment rate to soar this year.

Economists at the Chinese Academy of Social Sciences, a government agency, predict that urban incomes will rise 7 percent this year, adjusted for inflation, while rural incomes will increase by an inflation-adjusted 5 percent, the official China Daily said.

The economists predicted that inflation would remain at 20 percent for the year — twice the official maximum target. The urban inflation rate in October hit a peak of 27.7 percent.

Policymakers have been struggling to strike a balance between inflation and the alternative — massive layoffs that could threaten China's social stability.

But China said it would designate 30 percent of its national unemployment insurance fund for retraining the rapidly expanding ranks of jobless workers, according to an official report.

It said retailers surveyed were disappointed, but many hoped the Christmas season was just to 7 percent increase.

German shops usually close at 2 P.M. on Saturdays except on the first Saturday of the month, when they stay open until 4 P.M. in summer and 6 P.M. in winter. On the last few weekends before Christmas, however, they stay open until 6 P.M. every Saturday.

Separately, the government will be tightening controls on foreigners finding jobs in China's booming economy, an official report said.

The Public Security, Labor and Foreign ministries have issued a joint circular banning unauthorized employment of foreigners, the report said.

(AP, AFP)

Daimler Planning A Vietnam Move

Agence France-Presse

Chrysler Memo Questions Safety of Door

By Barry Meier
New York Times Service

NEW YORK — Lawyers involved in lawsuits against Chrysler Corp. have circulated a corporate document that indicates that latches on the rear door of the company's popular minivans may be less safe than of competitors.

The memo's release comes amid dozens of lawsuits as well

as a year-long investigation by the National Highway Traffic Safety Administration involving rear lift-gate latches on 4 million Chrysler minivans produced between 1984 and 1994.

The models include the Dodge Caravan, Plymouth Voyager and Chrysler Town & Country.

The Associated Press reported Saturday that according to updated federal statistics,

Chrysler lift gates had opened in 51 accidents, with 74 passengers thrown out and 25 killed.

Rick Deneau, a spokesman for Chrysler, defended the safety of the company's minivans, which are the most popular vehicles of their kind. He charged that the company memo was being circulated to generate publicity for lawyers.

"From our perspective this is a complete misrepresentation

of the facts," he said last week.

"Chrysler minivans are the safest minivan in the world."

The Chrysler memo, which was prepared in 1990, suggests that the lift-gate latch used by the company is not as strong as ones found on many comparable vehicles and does not have a secondary mechanism to prevent it from opening if it is not fully closed.

The Week Ahead: World Economic Calendar, Nov. 28 - Dec. 2

A schedule of this week's economic and financial events, compiled for the International Herald Tribune by Bloomberg Business News.

Asia-Pacific

• Nov. 28 Sydney Balance of payments for October. Forecast: deficit of 1.8 billion Australian dollars. Budget deficit for October. Forecast: drop of about 5 percent.

Telep. October job-to-applicant ratio released by Ministry of Labor. October unemployment rate released by Management and Coordination Agency. Japan Automobile Manufacturers Association releases October vehicle exports. Ministry of International Trade and Industry releases large-scale real sales during October.

• Nov. 29 Sydney National accounts for July-September quarter, including gross domestic product.

News. Jardine Matheson Holdings, Jardine Matheson Holdings, Lai Sun garment (International) and Wai Yip Industrial Corp. to be replaced on the Hang Seng Index of top shares by Amoy Properties, Guangdong Investment, Johnson Electric Holdings and Oriental Press Group.

Telep. Housing starts and construction forecast for October released by Construction Ministry. Industrial production for October released by Ministry of International Trade and Industry.

• Nov. 30 Sydney Foreign debt for the July-September quarter.

Telep. Bank of Japan to announce corporate service price index for October. Brussels, Japan and European Union to hold working-level talks in an attempt to limit Japanese car exports to Austria and three Scandinavian countries expected to join the EU in January.

• Dec. 2 Tokyo Research arm of Nippon Life Insurance to release economic outlook for fiscal 1995.

Europe

• Nov. 28 Brussels November consumer price index. Forecast: up 0.2 percent in month, up 2.2 percent in year. London. Parliament votes on EU financial market law.

Madrid. Unions strike against Iberia airlines to protest management reorganization plans.

Rome. Stock Exchange extends its trading of futures contracts.

Expected anytime this week.

Rome. November official consumer price index. Forecast: up 0.8 percent in month, up 3.7 percent in year. October M2 money supply, three-month average. Forecast: up 0.5 percent in year. October retail trade. Forecast: down 2.7 percent. October hourly wages. October balance of payments.

Zurich. November consumer price index. Forecast: up 0.8 percent in year. President. October industrial production. Forecast: up 0.5 percent. October manufacturing production. Forecast: up 0.5 percent.

Amsterdam. November CPI. Forecast: up 2.8 percent in year. Madrid. September industrial production. Forecast: up 8.0 percent in year.

Italy. Workers hold a general strike for eight hours to protest the government's pension reform.

Americas

• Nov. 28 Washington Existing home sales for October. San Jose. Institute for Economic Research, or IFIRE, to release 30-day inflation.

Washington. November employment report. October leading economic indicators. October factory orders.

Ann Arbor, Michigan. The University of Michigan releases its revised consumer sentiment index for November.

• Nov. 29 Washington Existing home sales for October. San Jose. Institute for Economic Research, or IFIRE, to release 30-day inflation.

Washington. November CPI. Forecast: up 2.8 percent in year.

Madrid. September industrial production. Forecast: up 8.0 percent in year.

Japan. Bank of Japan to announce corporate service price index for October. Brussels, Japan and European Union to hold working-level talks in an attempt to limit Japanese car exports to Austria and three Scandinavian countries expected to join the EU in January.

• Dec. 1 Tokyo Research arm of Nippon Life Insurance to release economic outlook for fiscal 1995.

London

The Financial Times-Stock Exchange 100-share index fell 97.5 points to 3,035.5, a fall of 3 percent from the previous week, as investors abandoned shares for bonds.

A report by the Confederation of British Industry, which highlighted increased price

WORLD STOCKS IN REVIEW

By Agence France-Presse

Amsterdam

Shares fell last week, with the EO index dropping 3.40 points, to 404.65, as dealers reacted to the sharp fall in shares on the US stock markets.

Alzo Nobel, the chemicals company, dropped 1.80 guilders, to 195.80 guilders, and Royal Dutch/Shell slipped 2.90 guilders, to 185.80 guilders. Unilever, lost 2.30 guilders, to 193.70 guilders.

Frankfurt

The DAX finished 2.3 percent lower, at 2,051.62, after it was hit by heavy foreign selling that followed equity losses on Wall Street.

Shares in BASF, the chemicals company, fell 5.50 Deutsche marks, to 307.00 DM, despite bullish profits. Hoechst fell 7.00, to 317.50 DM, and Bayer fell 3.00, to 340.00 DM.

Hong Kong

Stock prices plummeted 8 percent following drops in the US market.

The Hang Seng Index, the key barometer of Hong Kong's top shares, lost 768.61 points to close at 8,658.83.

Average daily turnover was 4.54 billion Hong Kong dollars, compared with the previous week's 3.40 billion dollars.

London

The Financial Times-Stock Exchange 100-share index fell 97.5 points to 3,035.5, a fall of 3 percent from the previous week, as investors abandoned shares for bonds.

A report by the Confederation of British Industry, which highlighted increased price

pressures, refueled fears of another rise in British interest rates, which pressured stocks.

SmithKline Beecham, announcing sale of its animal health interests to Pfizer for \$1.45 billion, lost 98 pence to end at 421.

Milan

Political worries affected the stock market, forcing the Mibtel index down 3.73 percent, to 9,950.

News that Prime Minister Silvio Berlusconi would be investigated on charges of paying bribes to tax inspectors weighed on the market.

Paris

Share prices rose slightly, pushing the CAC-40 index up 1 percent, to 1,945.89 points.

But analysts said the outlook for this week was uncertain. Since the start of the year, the index has lost 14.21 percent.

Analysts said shares were helped by a report indicating the market was undervalued by comparison with other world markets and did not reflect the growth prospects in the French economy.

Singapore

Share prices fell as the market was hit by sell-offs on Wall Street and redemptions from mutual funds, a dealer said.

The blue-chip Straits Times Industrials index plunged 116.92 points, or 4.96 percent, to 2,273.75.

Turnover for the week amounted to \$90.80 million units valued at 1.82 billion Singapore dollars.

Tokyo

Share prices tumbled to a 10-month low in a holiday-shortened week.

The market continued to be hit by Sony's decline, following huge write-offs at its U.S. film-making subsidiary.

Public pension funds were the only active buyers, as the Nikkei Stock Average of 225 issues fell 18,666.93 points, down 3.3 percent from a week earlier.

The Tokyo Stock Price Index of all issues on the first section slipped 2.6 percent, to 1,484.02.

Foreign investors dumped their holdings, depressed by price setbacks on Wall Street and other foreign markets.

Corporate investors took profits, offsetting active buying from public funds and investment trusts Friday.

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NASDAQ NATIONAL MARKET

Consolidated trading for week ended Friday, Nov. 25.

Stocks	Div	Yld	Sales	100s	High	Low	Chg	Chg%
A								
B								
ApcoPod			909	34	214	206	-7	-2%
A Plus			1288	179	214	206	-7	-3%
AAON			1024	130	124	124	-1	-1%
ABC Bcs	.19	1.6	145	21	124	124	-1	-1%
ABC Roll			2079	23	204	194	-10	-5%
ABR Info			140	14	124	124	-1	-1%
ABX	20	1.5	146	14	134	134	-1	-1%
ABX Bds			146	14	134	134	-1	-1%
ACCCo			120	14	147	146	-1	-1%
ACCS Enr			1054	81	74	84	-10	-12%
ACX Tc			2277	37	34	34	-1	-3%
ADC Tel			1392	47	124	124	-1	-1%
ADESA			730	14	115	107	-8	-7%
AERtek			2056	18	149	149	-1	-1%
AER			71	9	9	9	-1	-11%
AER	.08		5	24	17	16	-1	-5%
AER Enr			1557	51	46	51	-1	-10%
AES Chn			1053	11	10	10	-1	-10%
AESCo S	.681	1.8	3073	197	170	170	-1	-1%
APC Chn			1625	14	124	124	-1	-1%
APC S			1717	25	26	26	-1	-1%
APB			84	11	25	25	-1	-1%
APS Hld			1852	26	25	25	-2	-8%
ARI Net			341	36	24	3	-1	-11%
AST			5335	14	124	124	-1	-1%
ATS Med			422	14	37	37	-1	-1%
AWA H			46	14	124	124	-1	-1%
AWA H			429	14	8	8	-1	-11%
AxonRt B			1022	12	124	124	-1	-1%
AxonRt E			428	12	124	124	-1	-1%
AxonRt T			449	7	70	70	-1	-1%
Abbot			872	45	45	45	-1	-1%
AberryH			1059	14	21	21	-1	-1%
AbingB	.48	1.2	205	14	124	124	-1	-1%
AbingB			326	7	6	6	-1	-11%
AbingD			261	7	6	6	-1	-11%
Abrems	.12		19	42	42	42	-1	-1%
Abrems			615	11	104	104	-1	-1%
AbresH			325	3	24	24	-1	-11%
AbroM			804	196	154	154	-1	-1%
AbroM			1058	12	11	11	-1	-11%
AbroSh			199	77	76	74	-2	-2%
AbroSh			47	14	124	124	-1	-1%
ACMT A			29	15	15	15	-1	-1%
ACMentel			502	9	91	91	-1	-1%
ACMentel			2327	16	15	15	-1	-1%
ACMentel			146	14	51	51	-1	-1%
ACMentel			448	14	76	76	-1	-1%
ACMentel			1457	22	19	20	-1	-5%
ACMentel			370	27	25	25	-1	-1%
ACMentel			506	8	76	81	-1	-1%
ACMentel			383	5	45	45	-1	-1%
ACMentel			5478	23	20	22	-1	-7%
ACMentel			3191	31	31	31	-1	-1%
ACMentel			926	35	33	35	-1	-6%
ACMentel			501	31	31	31	-1	-1%
ACMentel			558	20	19	19	-1	-5%
ACMentel			1126	12	114	12	-1	-1%
ACMentel			976	5	8	8	-1	-11%
ACMentel			776	5	8	8	-1	-11%
ACMentel			1578	28	24	25	-1	-4%
ACMentel			265	28	24	25	-1	-4%
ACMentel			503	4	34	45	-1	-11%
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ACMentel								

(Continued on page 13)

MONDAY

SPORTS

In College Basketball, the Mind Games—and Upsets—Have Begun

By George Vecsey

New York Times Service

SPRINGFIELD, Massachusetts — John Calipari has a theory, which he telegraphs with a wink and a smile, just in case you're a little slow: When you open your season against the defending national champions, it's only a big game if ... But let his players tell you.

"What do I always say?" Calipari asked three of his University of Massachusetts players before the game. "It's only a big game if ..."

"If we win," the three recited in unison. They had obviously heard this before.

They did win, humiliating Arkansas, 104-80, in a game that tells us there is not going to be any automatic dynasty business, any runaway stuff, going on during the college basketball season this winter.

However, you know that Nolan Richardson always has his own grip on things.

Last April, Richardson helped prod his Razorbacks into beating Duke for the national championship after making the starters sit and listen to an hour of a black coach's slow progress through the coaching ranks in establishment America. Respect, he told them. Nobody gives Arkansas respect. It was a masterful performance, using real emotion, real history.

"You see there's respect and love for Nolan," Calipari was saying before Friday night's game. "We all posture and say things. Believe me, I do."

Richardson cannot play the no-respect game anymore. To his credit, he did not insult our intelligence by trying. He knows how to be a defending champion. He gave his players a nice little exercise this year. Massachusetts in Springfield on Friday night. Georgetown in Memphis on Sunday.

"We should fire the coach who made the schedule," Richardson rumbled, meaning

himself. "We fly to Memphis. No practice. Just shoot around and play Georgetown. We could be 0-2 by the end of the week and still have a very good team."

Come to think of it, John Thompson of Georgetown normally plays St. Leo eight times in the first month, just so he can concentrate on "getting the boogaloo" out of his players' systems, as he once told an overly flashy freshman. This season, he's picking on somebody his own size. Good for him.

There are two ways to open the college season. There's the St. John's way, which is to bring in sparing partners and call it the Lapchick Tournament, in misguided honor of Joe Lapchick, the two-term coach whose alert eyes are all over the Basketball Hall of Fame up here.

Then there's the John Calipari-Nolan Richardson way, of staging a demolition derby between two of the best teams in the

country. Obviously, the two coaches do it for the money, for the televised lure of playing where the Dukes and the North Carolinas and the Kentuckys all have been.

Make sure, right away, that one very good team is not going to go undefeated all year. But Calipari, who has been on the make for the past six years, took a chance on being humbled before the first snowfall.

In this part of the world, rugged wooden planks cover the marble steps of the courthouse, to make it easier to shovel, to keep people from slipping. Winter comes on with a vengeance here. People can use diversions. And New England is only becoming used to dreams of UConn and UMass as the college equivalent of the Boston Celtics during their glory years.

It took some courage for Calipari to play Arkansas, the first national champion in 29 years to come back with all five starters.

"We got some fuel on the fire, we put the quote on the mirror," Roe said afterward, when they said their second team was

better than our first team. That ticked me off."

There were all kinds of spin going around, and Richardson had his: a learning experience. While his players stumbled out of control against Massachusetts, Richardson didn't call a timeout, didn't rage, didn't force them to pound the ball inside, or run set plays. He let them free-lease. He let them be embarrassed.

"I'm not happy, but I'm glad to see we have a lot to take care of," Richardson said, adding, "There are three seasons—the present, the conference and the NCAA." And he marched his players off, toward Memphis, toward Georgetown, toward John Thompson.

Oh, and by the way, what had Calipari told his players to think in case they had lost to Arkansas? "It's just another game," they would have recited. Mind control. Big games. The season has begun.

Barkley Back Against Spurs, Shoots His Suns to Victory

The Associated Press

It had been a long time since Charles Barkley played in a game that counted, and it showed. But his back doesn't hurt anymore, and that showed, too.

In the fourth quarter of the first San Antonio-Phoenix game of the season, Barkley regained the spin moves, alleycat balance and shooting eye that made him an eight-time All-Star.

"I was struggling with my shot the first half," he said after scoring 10 of

NBA HIGHLIGHTS

his 23 points in the fourth quarter of a 111-108 victory Saturday night in Phoenix. "I was rusting things," Barkley said, "but when it got down to the fourth quarter, I really picked it up."

After David Robinson of the Spurs tired at 99 with two free throws with 3:27 to play, Barkley went to work on the baseline. In a 1:15 span, he hit an 17-foot rainbow and a turnaround jumper over Sean Elliott, putting the Suns ahead 107-102 with 1:22 to play.

Supersonics 98, Rockets 94: In Houston, Gary Payton hit a jumper with 11.6 seconds left for Seattle to halt a Houston comeback and hand the defending NBA champion Rockets their third straight loss.

Sam Perkins and Shawn Kemp each had 22 points for Seattle, while Vernon Maxwell led the Rockets with 23.

Lakers 112, Bullets 96: In Landover,

Maryland, Nick Van Exel had 22 points and 13 assists, and Cedric Ceballos added 18 points and grabbed 14 rebounds as the Lakers won their fourth straight game.

Chris Webber had 22 points and 20 rebounds for the Bullets, who have lost five straight games. Washington has yet to win in three games since adding Webber, last year's NBA Rookie of the Year with Golden State, and his ex-Michigan teammate, first-round pick Juwan Howard, on Nov. 18.

Magic 112, Bucks 105: In Milwaukee, Antennae Hardaway scored 21 of his 35 points in the first half and had his first triple double of the season to lead Orlando to its seventh straight victory.

Cavaliers 101, Warriors 87: In Cleveland, Mark Price scored a season-high 31 points and made five of Cleveland's team-record 11 3-pointers.

Celtics 108, 76ers 99: In Philadelphia, rookie Eric Montross' two free throws with 1:53 to play and David Weisley's 3-pointer 21 seconds later boosted Boston over Philadelphia. Dee Brown scored 22 points, Dino Radja had 19 and Montross finished with 18 points. Jeff Malone had 28 points and Dan Barros 23 for Philadelphia.

Mavericks 124, Nuggets 123: In Denver, Jim Jackson scored a career-high 50 points, including two free throws with 0.5 seconds left in overtime, as Dallas rallied from a 25-point first-half deficit to win.



Alonzo Mourning, left, scored 27 points and had 18 rebounds for the Charlotte Hornets, despite Patrick Ewing's blocking attempts, in the Hornets' 105-95 defeat of the Knicks, playing in New York. Ewing was held to 22 points.

By Steve Iacino, Reuters

Jerry Stackhouse scored a career-high 28 points and made several key plays down the stretch. No. 2 North Carolina escaped with a 96-92 victory over Texas in the kind of tension-filled game usually seen in March.

"For the first game of the season it was played like an NCAA tournament game," Tom Penders, Texas' coach, said Saturday. "The effort by both teams — kids were flying all over the floor and fighting for loose balls and diving on both sides — it was great basketball."

The Tar Heels, who won their 66th straight home opener, trailed at half-time and through most of the second half until Stackhouse rallied his team.

Texas, with three starters back from the team that won 26-8 last season, led for the final time at 87-86 with 4:18 left. Stackhouse, who played the entire second half, then blocked a shot and got a return feed from fellow sophomore Rasheed Wallace for a dunk that gave the Tar Heels the lead for good.

The Tar Heels, who shot 59 percent in the second half, almost threw the ball away twice in the final 41 seconds after Texas cut the lead to 92-90, but the final pass ended up in the arms of Wallace under the basket. He made the layup with 32.2 seconds left.

No. 4 Kentucky 124, Tennessee-Martin 50: In Lexington, Kentucky, Jared Prickett made 10 of 11 shots and scored 21 points while the Wildcats scored 64 points off 42 turnovers that Tennessee-Martin had a 40-24 rebounding advantage. Kentucky's big

gest victory margin was 77 in a 143-60 defeat of Georgia in 1956.

No. 5 Arizona 73, No. 19 Oklahoma State 63: In Anchorage, Alaska, Ray Owes, who got 18, and Damon Stoudamire combined for 35 points as the Wildcats withstood a second-half 3-point barrage by the Cowboys' Randy Rutherford. He was 6-for-8 from

COLLEGE HIGHLIGHTS

yond the arc in the final 20 minutes and finished with 23 points.

No. 6 UCLA 83, California State Northridge 60: In Los Angeles, George Zidek scored 14 points and UCLA took control with an early 17-2 run. Charles O'Bannon added 13 points and his brother, Ed, scored 11, all in the first half.

No. 8 Duke 93, Northeastern 70: In Durham, North Carolina, Cherokee Parks scored a career-high 27 points, and freshman Ricky Price sparked a late first-half run. A tap-in by Lonnie Harrell forced the final tie at 28 before the Blue Devils took charge. Parks sank an 18-footer with 4:36 left to break the tie and open an 11-2 run that gave Duke a 39-30 lead with 2:39 remaining. Parks closed the rally as well with another perimeter jumper, and finished at 12-for-16.

No. 9 Kansas 83, San Diego 65: In Lawrence, Kansas, Sean Pearson scored 16 points to lead five Jayhawks in double figures as Kansas won its 22nd consecutive opener at home. Doug Harris led San Diego with 21 points.

No. 12 Cincinnati 106, Austin Peay 73: In Cincinnati, freshman Danny

Fortson scored 25 points and anchored a 61-point first half.

In games played Friday:

No. 10 Arizona 107, Alaska Anchorage 88: In Anchorage, Alaska, Joseph Blair worked inside for 23 points and Damon Stoudamire added 20 from the perimeter as Arizona came back from its 72-70 loss to Minnesota. The Wildcats led 12 at the half, then blew the game open behind Blair's inside play.

The lead reached 29 before coach Lute Olson emptied his bench.

No. 8 Duke 80, Brown 38: In Durham, North Carolina, freshmen Ricky Price, Steve Wojciechowski and Trajan Langdon helped ignite a 17-0 second-half run. Wojciechowski's alley-oop to Price, who dunked the ball one-handed, brought a standing ovation. Seconds later, Wojciechowski wrestled a loose ball from a Brown player and fed Kenny Blankney for an open layup. Langdon's 3-pointer at the 10-minute mark put Duke ahead 61-28.

No. 10 Florida 73, Stetson 64: In Gainesville, Florida, Dan Cross scored 27 points and helped Florida come back from an 11-point first-half deficit.

Much of Stetson's early success came from the shooting of guard Kerry Blackshear, who scored 16 first-half points on a variety of jumpers, spinning inside layups and 3-pointers.

No. 16 Connecticut 110, Lafayette 48: In Hartford, Ray Allen scored 23 points and Brian Fair had 21 as Connecticut cruised to victory. Point guard Kevin Ollie finished with 14

points and Donny Marshall had 13.

NASDAQ NATIONAL MARKET

Consolidated trading for week ended Friday, Nov. 25. (Continued)

Stocks	Div	Yld	100s	High	Low	Close	Chg	Stocks	Div	Yld	100s	High	Low	Close	Chg	Stocks	Div	Yld	100s	High	Low	Close	Chg
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Stocks	Div	Yld	100s	High	Low	Close	Chg	Stocks	Div	Yld	100s	High	Low	Close	Chg	Stocks	Div	Yld	100s	High	Low		

WHAT EXACTLY IS GLOBAL SOURCING?

The term may be unfamiliar, but the strategy is not.

The liberalization of international trade, deregulation in the financial services industry and the emergence of new free-market economies in Eastern Europe and other regions have brought the purchasing offices of the world's businesses one step closer to the "global village" of Marshall McLuhan. Today, with the help of modern technology, foreign-language skills and a heaping dose of managerial ability, it is possible to systematically comb the world's markets for the best and least expensive products, components and raw materials.

Automotive and aerospace companies have thus been prime movers in the field, although the products now being sourced globally run the gamut from mechanical parts to champagne, spices and textiles.

Global sourcing. The term applied to this new discipline, is only one of several trends that have made purchasing the centerpiece of the profit-oriented strategies of many of the world's leading businesses.

Beating the competition. Along with quality-based "supplier partnerships" and "strategic management of the supply chain," global sourcing is helping companies around the world use the purchasing function to gain a competitive margin and better respond to client needs. Businesses that have introduced global sourcing include British Airways, Ford Motor Company, McCormick & Co., ICL Chemicals, Swissair, National Westminster Bank, General Electric and SmithKline Beecham.

"With purchased material typically the largest category of cost in many products, it's impossible to gain and sustain competitive advantage without a vigorous sourcing program," says Malcolm

you look outside your na-



tional market, but it doesn't mean you have to buy one component from London and one from India," Mr. Hillyard says. "It's not saying you should disregard all the advantages of nearness.

As often as not, the implementation of a global sourcing program leads companies to view established relationships with local suppliers in a new, more positive light. The research into new markets and the establishment of contacts with potential suppliers abroad can also give companies leverage in quality and price negotiations on the domestic front. It invariably leads to rationalization

of the purchasing process as a whole, with a focus on efficiency and profitability.

How to source globally. What does it take to set up a global sourcing operation? The costs are difficult to forecast, but they usually include travel, telecommunications and shipping, as well as hiring new employees with the necessary language skills. As interest in global sourcing grows, public and private institutions are creating data bases to help companies leverage in quality and price negotiations on the domestic front. It invariably leads to rationalization

sourcing data base of more than 20,000 supplier locations in 62 nations. A proprietary data base is therefore not a must for the neophyte global sourcer, but eventually the company must install an Electronic Data Interchange system to transmit key product and price data to suppliers and sustain the links created.

"It takes six months to set up a global sourcing operation in the fullest sense, and one and a half years to get it running up to speed," Mr. Hillyard observes.

What advice would the experts give a business interested in launching its own

global sourcing program? "It's vitally important to decide how the company wants to be situated globally," says Professor Richard Laming, a fellow of the Chartered Institute of Purchasing & Supply and holder of the chair of purchasing at the University of Bath School of Management. "It's one thing to go into a region such as Eastern Europe to achieve short-term savings on products or components. It's another thing entirely to commit to global purchasing — one is an opportunistic decision; the other is a strategy."

Lisa Rosenthal

Taiwan, Vietnam and South Korea.

"That's why companies like PepsiCo are building plants in China, not just purchasing there," he says. "Why do you think Apple has a big plant in Singapore?"

The GATT factor.

Besides regional trade blocs, the move toward freer global trade — spurred by the General Agreement on Tariffs and Trade — is cited as a key contributing factor to worldwide outsourcing by experts such as Bill Bales, a former purchasing manager for Union Pacific and Quaker Oats who is now president-elect of the Amsterdam-based International Federation of Purchasing and Materials Management. "Cutting tariffs increases trade," he says. "People know what things cost."

A World Bank study predicts that the new GATT agreement, providing tariff reductions of up to 50 percent on tens of thousands of products traded among more than 100 countries, will boost world trade by up to \$272 billion a year within a decade.

"You can develop a whole new set of customers when you lower these artificial barriers to trade," says Mr. Bales, who works at the Center for Advanced Purchasing Studies at Arizona State University in Tempe.

Benefits for neophytes. When big companies begin looking anywhere and everywhere for their materials, he says, the effects are

Continued on next page

When an airline has a young fleet, experienced pilots, attentive cabin crew, and the pickiest ground technicians in the world, it's free to concentrate on what's really important:



Lufthansa

You.

Over the Tropic of Cancer, as seen from the Airbus A340 en route from Frankfurt to Rio de Janeiro.

GLOBAL SOURCING

BRITISH AIRWAYS

NOT ONLY FLYING BUT BUYING GLOBALLY

BA's pooling of purchasing resources with other airlines has created efficiencies and economies of scale.

The airline industry, the world's international business par excellence, would appear to be a natural candidate for global sourcing. Although, like other major airlines, it has traditionally been an international buyer, British Airways began systematic cross-border sourcing in the run-up to its privatization in 1987. Now the company employs 180 purchasing professionals at its headquarters outside London's Heathrow Airport, and runs three purchasing offices abroad in Hong Kong, Sydney and New York. Much of its international buying is conducted under the aegis of the purchasing alliance with international partners Qantas Airways, USAir, TAT European Airlines in France and Deutsche BA in Germany.

Gareth Kirkwood, general manager for global purchasing at British Airways, describes the operation as a "loose alliance of airlines combining their purchasing resources to create efficiencies and economies of scale for themselves and their



BRITISH AIRWAYS

suppliers." His job is to ensure close contact between professional purchasers at the five airlines and oversee the efficiency of the buying network, formed in early 1993.

The worldwide economic downturn has meant few airlines have bought aircraft lately, but other big-ticket items, including in-flight equipment and information technology, are currently sourced globally by BA and its alliance partners.

Of the company's massive procurement budget, equal to approximately £2

billion (\$3.12 billion) per year in external operating expenses, about half is directed outside Britain: 48 percent of purchasing takes place within the country, 15 percent in the United States and 37 percent in the rest of the world. Among the products sourced: lobster from Canada, prawns from Thailand, salmon from Scotland and cutlery from the Far East.

Although he believes quality, cost and efficiency benefits have accrued to BA from the internationalization of its purchasing business, Mr. Kirkwood is

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reluctant to assess the gains in monetary terms. "Even though bottom-line savings are important," he says, "you can't overlook the benefits in terms of continuous improvement in product quality and competitive advantage. International sourcing is an important tool, but it's only one of a series of tools that the professional buyer can bring to bear." Equally important, in his opinion, are areas like building relationships with suppliers, economic analysis and professional research.

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A CONCEPT WHOSE TIME HAS COME

Continued from first page

often good for developing nations — particularly for inexperienced world traders who in the past were prone to overprotect with the kind of high tariffs being knocked down by GATT.

Mr. Bales calls counter-trade, under which regional trading blocs require foreign companies and countries to do a certain percentage or total amount of local sourcing, a "more subtle form of protectionism" that will probably be restricted or

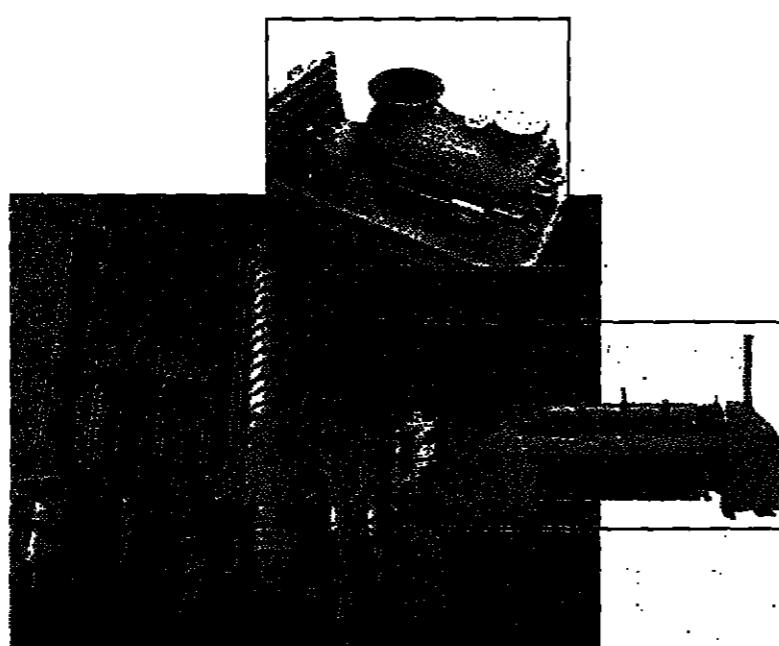
outlawed as the world moves increasingly toward global free trade in the 21st century.

That will happen, Mr. Bales predicts, because of the chicken-or-egg scenario developing today: deregulation and liberalization of

trade have led to more global purchasing; in turn, the success of global purchasing will lead to greater demand for wider free trade.

"Freer trade," he says, "ends up helping everybody."

Timothy Harper



RELISHING THE CHALLENGE.

Resourcefulness in technology is revealed by the true challenge. When the going gets tough, as they say, only those with the genuine skills, with the adequate presence, with the comprehensive experience, can afford to stay on. A corporation that joins versatility in scope with expertise in depth. A company that spans the globe, staffed by innovative engineers who know their onions, whether fluid mechanics, materials technology, electronics or other selected key fields. For products blending efficiency with economy. Based in Switzerland, our multinational technology corporation relishes the challenge.

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WHAT IT MEANS FOR THE BOTTOM LINE

The profit-and-loss sheet is one of several areas in which global sourcing can improve results.

Is global sourcing just the latest business fad, a 1990s version of quality circles and one-minute management, or does it have the potential to bring about lasting improvements in a company's bottom line? Although many global sourcing programs are too young to be evaluated with a rigorous cost-benefit analysis, companies that have made comprehensive improvements in their procurement systems — in some cases adding an international component to their supplier base — seem convinced that advantages are already accruing in areas like quality, customer satisfaction, efficiency and savings on purchasing costs.

"Global sourcing yields higher returns than other strategies for overhauling purchasing operations," says Malcolm Hillyard, a principal at A.T. Keuney, an international consulting company. "Savings of between 5 percent and 15 percent on total purchasing costs are common in the first six to 18 months." Mr. Hillyard notes that global sourcing strategies target what is typically the largest component of corporate spending: "If you attack purchased materials costs, which usually account for at least 50 percent of overall spending, you get tremendous benefits," he says.

High quality for less cost
In his experience, companies that combine global sourcing and purchasing office improvements in a systematic program are often able to guarantee themselves a steady flow of high-quality parts at a fixed future price — with savings of 10 percent to 25 percent. One client, an

automobile manufacturer, searched the world for the best suppliers in an attempt to cut material costs by 12 percent to 24 percent. Since introducing global sourcing in 1990, the company estimates that its savings total over \$1 billion on purchasing in Europe, \$36 million in North America and \$100 million in South America, where 61 percent of parts-dollar volume is now globalized.

Still, money is only part of the story. Says Professor Richard Manning, a fellow of the Chartered Institute of Purchasing & Supply and holder of the chair of purchasing at the University of Bath School of Management: "Global sourcing is a very recent phenomenon; regions like the Pacific Rim, China, India and Eastern Europe were not open [to Western business procurement] 10 or 15 years ago." To generalize about the bottom-line impact "would be very woolly," he says. "You'd have to ask companies individually to weigh the savings against the time and money spent on activities such as translating documents, understanding the laws of the foreign market, dealing with middlemen — how would you calculate it?"

Gains in the marketplace
Professor Manning argues that one important benefit of global sourcing is the improved ability to sell one's product in the new markets that have been tapped for procurement, thanks to what he terms "goodwill gains." In some cases, it may be more appropriate to talk about a x-percent increase in local sales rather than y-percent

management realized that a better alternative could be found much closer to home. "We realized that we had improved our own operations and lowered our costs to a point where we could produce the same product in-house at a competitive price," Mr. Manning says. "There's no sense sourcing from a remote part of the world if the total landed costs are superior to what you could get here in the U.K."

Creating global products
As competition heats up in the automotive industry, the world's car makers are looking increasingly to global sourcing and other purchasing innovations to boost efficiency and reduce costs. Ford began global sourcing in 1989 as part of its first "world car program," the CDW-27, which encompasses the Ford Mondeo in Europe and the Ford Contour and the Mercury Mystique in the United States. The company's procurement materials budget for production materials alone — excluding parts, accessories and machinery costs — totals \$12 billion in Europe and another \$40 billion in the United States.

Eckhard Jokisch, vice president of supply at Ford of Europe, says the company has achieved substantial savings through global sourcing and "a philosophy of single sourcing whenever possible." At the Ford factory in Genk, Belgium, 90 percent of purchasing for the Mondeo is single-sourced. According to Mr. Jokisch, benefits include improved quality, cost savings and increased efficiency.

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GLOBAL SOURCING 94: THE EVENT

It's not only a business tool; it's now also the subject of a brand-new British trade fair.

To assist companies interested in making new international contacts and implementing or expanding a global sourcing strategy, the world's first exhibition and conference on this topic is being held in London from Nov. 28 to Dec. 2. Harrington Kilbride International Exhibitions, organizers of Global Sourcing 94, have billed it as "a tremendous introduction to the marketplace" for the 6,500 purchasers and 200 some exhibitors slated to attend. The venue is the spacious, well-

equipped National Hall at Olympia in West London.

A range of exhibitors
The conference and exhibit will bring together key buyers from international companies and leading suppliers from 31 countries, including many of the emerging economies of Eastern Europe, Latin America and the Commonwealth of independent States. To help purchasers source effectively, talks and seminars will be held by speakers with extensive practical experience in the

challenging and rewarding business of trading in new markets.

Seventy different industrial sectors
Seventy different industrial sectors are to be represented at the exhibition, with most space occupied by producers of textiles, chemicals, metals, machinery, food processing and electrical goods.

Of the 160 CIS and East European participants, around 110 come from the independent states of Russia, Belarus, Kazakhstan, Uzbekistan, Ukraine, Lithuania and Tatarstan.

A truly global forum
The event will also count the participation of over 30 national and regional government trade institutions from countries including Brazil, China, Vietnam, Italy, Mexico and Ghana.

Lufthansa, which is supporting the event and is promoting global sourcing to the 20,000 members of its frequent flier program, is offering a prize drawing for visitors to two free business-class tickets to any destination in the airline's global flight network.

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SOUTHEAST ASIA: ONE KEY TO PROSPERITY

In many cases, Southeast Asian countries have virtually built their economies on this phenomenon.

Asia's fast-growing economies offer an enticing combination of cheap labor, design and production flexibility, and often geographical advantages that make the difference between a company's profit and loss.

Despite surging inflation in many Southeast Asian economies, labor costs are still nowhere near those of developed countries. On average, a factory worker in Europe or North America costs about \$20 an hour in wages and benefits. The equivalent in most Asian nations is about \$1.65 an hour.

The economic equation
The wage discrepancy is wide enough to counterbalance most of the advantages offered by Western production — higher productivity, market proximity and more advanced technical skills. Rapid technology transfer and the absence of much of the crippling regulation that hobbles developed countries make Asia even more attractive.

"Several big American companies — including Mattel, Reebok, Nike and Levi Strauss — do their sourcing here," says Jim Castle, managing director of Business Advisory Indonesia and first vice president of the American Chamber of Commerce in Indonesia. "The primary reason is that wages here are very competitive." Mr. Castle also points out that Indonesia has the infrastructure

necessary to move these products and enough political stability to ensure that business runs smoothly for many years to come — advantages that many developing nations cannot offer.

Cornerstone of growth
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and more than 75 percent of American applicants have been successful so far.

Asian companies are also becoming more aggressive in seeking out Western companies that can use their parts and components. Creative Technology — a small Singapore company that specializes in computer sound boards that allow PCs to talk, play music and provide special effects for games — was launched 12 years ago with just \$6,000 in capital.

After years of being shunned by the world's computer giants, one of the company's founders decided to move to San Francisco in order to market its Sound Blaster boards to Silicon Valley firms. The move paid off. Today, Creative Technology is a worth about \$250 million.

Taking it on the road
Not many small Asian companies have the resources or the marketing expertise to present themselves in the world arena as a source for goods and services. As a result, many governments in the region have embarked on annual road shows. For instance, top-ranking officials from both Malaysia and Indonesia have taken to the road over the past year to present their country's respective advantages to European and American companies.

Julia Clerk

Meanwhile, many small and medium-sized companies are establishing a business foothold in Southeast Asia by tapping into a \$6 million fund established by the Asian Development Bank.

The United States is a major shareholder in the ADB.

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GLOBAL SOURCING

THE BALTICS: NEW SUPPLIERS TO WESTERN EUROPE

Latvia, Estonia and Lithuania are proving attractive to European companies as sources of low-cost labor and high-quality manufacturing.

THE BALTICS
Latvia, Estonia and Lithuania are proving attractive to European companies as sources of low-cost labor and high-quality manufacturing.

THE AUTOMOBILE
The seat belts for every Lada automobile ever produced by the Soviet Union, for example, were manufactured in Estonia by Norma. Today, the Tallinn-based factory is supplying seat belts for Saab, the Scandinavian car and airplane engine manufacturer.

The Baltic states of Estonia, Latvia and Lithuania are among the most active of the former Soviet Union republics looking for Western contacts.

The last states to be an-

nexed by Moscow and among the first to reclaim their independence, they were perhaps less affected by Soviet labor practices than other regions. Their geographical position is also attractive for companies interested in doing business with Russia, either as a base of operations or as a transshipment point.

THE PRICE IS RIGHT
Chair stores such as C&A and Next send fabric to Estonia and Latvia to be made up by the work forces there, then reimport the finished garments to be sold in stores all over Europe.

"Western companies like our equipment and quality, but the main reason for coming to us is price," says Ginta Ozolina, production director at Latvija, one of Latvia's largest textile companies.

The average monthly wage for the company's 2,500 employees is 70 lats, (\$123), meaning that labor is relatively cheap. Before independence, 80 percent of Latvia's production was sent to the Soviet Union; today 85 percent of its output is sent westward — to Germany, Sweden and Britain.

"We also have the advantage of being not too far away, so our products are all exported by road, making transport costs cheaper," says Ms. Ozolina.

MATCHES FOR SOUTH AFRICA
Paper and wood products have long been important in the Baltic region. About 40 percent of Latvia's surface area is covered with forest. Sawn logs and pallet wood

for crates are sent mainly to Britain, while a Latvian safety-match factory exports to Britain, South Africa and Saudi Arabia via a British-based company that provides the artwork for the matchboxes and distributes the finished product. Lameko, a Latvian trading company in wood products, acts as the mediator between East and West, benefiting from Latvia's natural resources and relatively low transportation costs.

"Our timber is very hard and good for the building industry," says Dace Lidiuna, export manager at Lameko.

NOTEBOOKS FOR SCANDINAVIA
In Estonia, Kohila Paper Mill is assembling exercise books for Scandinavian companies, which supply them with paper rolls and cover designs. With the average monthly wage at the paper mill at 2,050 kronos (\$155) it is cheaper to send paper to Estonia to be cut, assembled and packaged and then re-exported as exercise books to produce the books within Scandinavia.

While labor remains cheap in the region, manufacturers are optimistic about future prospects. "Business is increasing daily — we have good opportunities in furniture and textiles, while the flat income-tax rate of 26 percent and zero export tariffs make it easy for foreign companies," says Peeter Puskai, development manager of ETK, an umbrella group of Estonian corporations.

Samantha Knights

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PROGRAM DIRECTOR: Bill Maher

Case Study

PROTON

WORLD HUNT FOR AUTO PARTS

Sourcing of car parts is now becoming a two-way street in Asia.

Malaysian car manufacturers have been given due warning by Prime Minister Mahathir bin Mohamad that their days of state sponsorship are numbered. At the opening of a new assembly plant near Kuala Lumpur, Mr. Mahathir said: "Auto industries of other countries don't depend on government protection forever. Yet they can produce cheap and quality cars. Cheap sourcing of components, improved efficiency and cost control are among ways to reduce cost and increase profit."

Mr. Mahathir was one of the driving forces behind the development of Proton — Malaysia's first national car project — and he views auto production as one of the cornerstones of his ambitious Vision 2020 industrialization program.

Mitsubishi jumped at the chance of manufacturing vehicles and components in a low-cost labor market in Southeast Asia. While the joint-venture relationship has generally been smooth, the prime minister recently let it be known that he is not pleased with the rate of technology transfer between Proton and Mitsubishi, as well as other Japanese suppliers.

According to Kisai B. Rahmat, Proton's deputy managing director, Proton's share of local component parts increased to over 60 percent by the middle of 1994, when the company began mass-producing engine blocks and bearing caps in Malaysia. Some high-value items,



SID ARTHUR

however, including transmission systems, are still imported from Japan. The government finds this particularly irksome, especially as Proton has to bear the brunt of the effects of a rising yen.

While the government would like to see as many components as possible made in Malaysia, commercial realities may preclude this. Mr. Kisai — who describes car production as "a global business" — says that Proton has set an 80 percent local content target, with the remaining components sourced overseas. He says it makes economic sense for certain proprietary components to be produced in one location for all manufacturers, "and in turn we sell them some components we make."

Still, it seems clear that Malaysia will not be content to let Japan continue as the sole supplier of these "proprietary" parts. Proton recently announced that it had started buying car parts outside Japan because its traditional Japanese suppliers were "no longer competitive." Negotiations for parts supply are under way with Daimler-Benz in Germany as well as General Motors and Ford in the United States.

Perodua, a second Malaysian national car project involving Japan's Daihatsu, will begin mass production of the new Kancil compact next year. By the middle of 1995, the first units of a third project are scheduled to roll off the assembly line — a joint venture between Proton, Diversified Resources Berhad of Malaysia and Peugeot Citroën of France. J.C.

Case Study

FERROSTAAL

CUSTOMERS BECOME PARTNERS

The global sourcing vector can sometimes turn into a profitable loop.

By selling advanced facilities to companies located in rapidly developing countries, Europe's capital goods producers have created an "ever-greater source of competition and of cooperation partners," in the words of Klaus von Menges, chairman of Ferrostaal AG, based in Essen, Germany. One example shows how this complex mix of struggle and symbiosis can work.

It sounds straightforward enough: an international consortium builds a major new production facility to serve the needs of a rapidly developing economy. Last February, Perwaja Steel Sendirian Berhad issued a "provisional acceptance certificate" to the direct iron-ore reduction facility built by a consortium in Perwaja, Malaysia. The consortium was made up of the HYL (Hojalata y Lámina) Group S.A., a Mexico-based manufacturer of sheet metal and rolled steel; Ferrostaal AG, the trading arm of Munich's MAN Group; and MAN

Gütehoffnungshütte, MAN's industrial-engineering arm.

The heart of the facility is the HYL-III technology, which manufactures sponge iron from lump pellets of ore, and which has been incorporated into plants built in Indonesia and Mexico by the same consortium. This successful partnership between an established German capital-goods producer and an aspiring corporate star in a rapidly developing country is, in fact, not quite so simple — much of the equipment HYL used to develop its products and technologies originally came from the MAN Group.

For Europe's hard-pressed steel-makers, such companies as HYL — and now Perwaja — are a price-cutting source of competition. For traders such as Ferrostaal, steel from Mexico, Brazil, China and now Malaysia and Indonesia has become an important commodity for their international transactions. Terry Swartzberg

PROGRAM DIRECTOR: Bill Maher

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MONDAY SPORTS

On 28-Point Last Period, State Ties Florida, 31-31

The Associated Press

Bobby Bowden is one of the biggest gamblers in college football, but he played it safe after Florida State staged one of the greatest comebacks in NCAA history.

The seventh-ranked Seminoles scored 28 straight points in the fourth quarter Saturday to tie No. 4 Florida, 31-31, in Tallahassee. Florida State might have won had Bowden gone for the two-point conversion following Rock Preston's four-yard touchdown run with 1:45 left,

COLLEGE FOOTBALL

but he sent in Dan Mowrey for the extra point that tied the score.

"It was just too good a comeback to risk losing," said Bowden, known for his willingness to take risks with trick plays and other unorthodox moves.

Bowden said he thought Florida State had enough time to get the ball back and drive for the winning score. The Seminoles did regain possession with 22 seconds remaining at their 29-yard line, but the clock ran out when quarterback Danny Kanell couldn't get out of bounds after an eight-yard scramble to the Florida 43.

Kanell led the Florida State comeback, throwing for 232 yards in the fourth quarter and completing 16 of his last 17 passes. It was the kind of performance the Seminoles got last year from Charlie Ward, the Heisman Trophy winner.

If Florida State had made a two-point conversion and won, it would have been the greatest fourth-quarter comeback victory in Division I-A history. Washington State overcame a 21-point deficit in the final period to beat Stanford 49-42 in 1984.

The biggest deficits overcome in a game were 31 points by Ohio State against Minnesota in 1989 and Maryland against Miami in 1984. Both teams trailed 31-0 before rallying to win.

Although the tie ended slim national title hopes for Florida State and Florida, it won't have a big impact on their bowl situations.

As the Atlantic Coast Conference champion, Florida State (9-1-1) is guaranteed a berth in one of the major bowl coalition games — the Sugar, Fiesta, Cotton or Orange.

Florida (9-1-1) will go to the Sugar Bowl if it beats No. 3 Alabama in next week's Southeastern Conference title game. The loser will play in the Citrus Bowl.

No. 2 Penn St. 59, Michigan St. 31: At State College, Pennsylvania, KJ-Jana Carter made a final push for the Heisman Trophy with five touchdowns and Penn State (11-0) overcame another poor defensive performance en route to the Rose Bowl to face Oregon.

The loss was the last game for Michigan State's coach, George Perles, who was forced to resign after 12 seasons with the Spartans.

Carter gained 227 yards on 27 carries. It was his ninth 100-yard game of the season, breaking a Penn State record held by Lydell Mitchell, John Cappelletti and Blair Thomas.

No. 5 Miami 23, No. 25 Boston College 7: At Miami, the Hurricanes forced four second-half turnovers and all but clinched a berth in the Orange Bowl on Jan. 1 against top-ranked Nebraska.

The Hurricanes (10-1, 7-0) struggled offensively against the No. 25 Eagles and trailed 7-3 at halftime. Second-half turnovers led to both touchdowns by Miami, which ranks first nationally in total defense and scoring defense.

Boston College's Mark Hartsell threw three interceptions in the second half and lost a fumble that Corwin Francis recovered at Miami's 33.

No. 11 Kansas St. 42, UNLV 3: At Las Vegas, J.J. Smith rushed for 227 yards and two touchdowns and quarterback Chad May ran for two scores. May was 8-of-13 for 126 yards and a touchdown despite winds gusting to 40 mph (65 kph).

Kansas State (9-2) is heading to the Aloha Bowl, while UNLV (6-5) will play Central Michigan in the Las Vegas Bowl.

No. 17 Southern Cal 17, Notre Dame 17: At Los Angeles, Southern Cal scored a late touchdown after blocking a field goal to salvage the tie.

Both the Trojans (7-3-1) and the Irish (6-4-1) are probably bowl-bound, but Notre Dame fell one victory short of guaranteeing itself a spot in a coalition bowl.

Midway through the final quarter, Israel Ifeanyi blocked a 37-yard field goal by Notre Dame's Stefan Schroffner, and USC's Sammy Knight picked up the ball and returned it 56 yards to the Notre Dame 16. Four plays later, Shawn Walters scored on a one-yard run.

No. 19 Mississippi St. 21, Mississippi 17: At Oxford, Mississippi, Kevin Bouie and Michael Davis each ran for over 130



Coach Steve Spurrier, watching the Gators' four-touchdown lead vanish.

yards as the Bulldogs beat the Rebels for the second straight year.

Mississippi State (8-3, 5-3 SEC) is probably headed for the Peach or Gator bowls. Ole Miss (4-7, 2-6), placed on NCAA probation a week ago, lost six of its last eight games.

Elsewhere, Rice beat Houston, 31-13, to gain a five-way share of the Southwestern Conference championship.

In a Friday night game: No. 1 Nebraska 13, Oklahoma 3: Brook Berringer scored the game's only

touchdown on a quarterback sneak and Nebraska's defense made it stand up as the Cornhuskers (12-0) had trouble with Oklahoma's defense, managing only 302 yards.

But the Sooners (6-5) got only 47 yards in the second half and didn't get a first down in the fourth quarter.

Nebraska's fourth straight Big Eight title earned it another trip to the Orange Bowl, where Nebraska was beaten by Florida State last year in a national-title showdown.

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